2022-2027
3CORE CEDS
APPENDIX
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2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
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## 3CORE District

<table>
<thead>
<tr>
<th>BUTTE COUNTY</th>
<th>GLENN COUNTY</th>
<th>TEHAMA COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Area</td>
<td>1,680 square miles 1,073,000 acres</td>
<td>1,327 square miles 849,280 acres</td>
</tr>
<tr>
<td>Incorporated Communities’ 2020 Population</td>
<td>City of Chico (111,490) Town of Paradise (6,046) City of Oroville (17,863) City of Gridley (6,129) City of Biggs (1,727)</td>
<td>City of Orland (8,527) City of Willows (6,233)</td>
</tr>
<tr>
<td>Highways</td>
<td>State Route 32 State Route 70 State Route 99 State Route 149 State Route 162 State Route 191</td>
<td>Interstate 5 State Route 32 State Route 45 State Route 162</td>
</tr>
<tr>
<td>Economic Drivers</td>
<td>Agriculture (rice, walnuts, almonds, prunes, apiary, cattle, peaches), Manufacturing, Education, Government Health Services, Tourism</td>
<td>Agriculture (fruits, nuts, field crops, apiary products, seed crops, livestock, poultry, dairy products), Value Added Food Processing, Building Materials, Tourism</td>
</tr>
</tbody>
</table>

Figure 1. Summary Profile of the 3CORE District

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1 Source: California Department of Finance; January 2021
3CORE, Inc. serves as the Economic Development District (District) for the Economic Development Administration (EDA). The district consists of the northern California counties of Butte, Glenn, and Tehama, a total population of approximately 320,000.²

The district measures 5,957 square miles (3.8 million acres) and sits at the northern end of the Sacramento Valley, northeast of San Francisco and north of Sacramento.

Ten incorporated communities and several unincorporated communities make up the district. The incorporated jurisdictions are Biggs, Chico, Corning, Gridley, Orland, Oroville, Paradise, Red Bluff, Tehama, and Willows.

The Sacramento River crosses the district north/south. The river borders both Glenn and Butte Counties and runs through central Tehama County. The Feather River in Butte County is a main tributary of the Sacramento River.

Interstate 5 (I-5) bisects the district, running north/south through Tehama and Glenn Counties. California State Highways in the district include State Routes 32, 36, 45, 70, 89, 99, 149, 162, and 191.

Introduction

On the heels of multiple wildfires and the COVID-19 pandemic 3CORE began the process of creating the Comprehensive Economic Development Strategy (CEDS) for 2022-2027. Because of the many economic shocks the region has experienced in the last few years, the goal of the 3CORE 2022-2027 CEDS is to achieve Recovery from the COVID-19 pandemic—Jobs and Economic Productivity.

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**Figure 2.** An estimated 4,280 jobs are needed to return to pre-COVID status. More details in the next chapter. Sources: California EDD, Bureau of Labor Statistics, and EFA

**Figure 3.** $1.64 billion GRP to recover from COVID-19 recession. See next chapter for more details. Sources: Bureau of Economic Analysis and EFA.
Nuances to Recovery

Along with the economic losses from COVID-19, the region experiences devastating wildfires that have taken thousands of homes, businesses, jobs, and population. In the last three years, nearly 70 of the most destructive California wildfires have burned millions of acres in the region. The damages and economic impact of these fires are discussed further in the next chapter.

Economic recovery from COVID-19 and the fires is inextricably linked to successfully building affordable housing in the region. The housing shortage crisis existed before the wildfires and the pandemic. Current estimates are that a minimum of 8,600 more housing units are needed by 2025.³

COVID-19 reduced the region’s Gross Regional Product back to 2017 level. Small businesses are the mainstay of the tri-county region. Closures have been dramatic and affected all central business districts (downtowns) in the region. The impact on industry is further discussed in this document and Appendix C.

What data analysis cannot tell us

- How many people from the pre-COVID labor force have left the area and will not be returning?
- Is the tight labor market going to loosen up or is this a structural change? And will the types of workers that remain match the occupational and skill demands of employers?
- Schools and childcare re-opening should allow parents to go back to work.
- What percentage of women have left the workforce permanently?
- How many workers did we lose to retirement?
- Is working from home an option that will remain? Is this the new economic development?
- Will consumer spending return to local stores vs virtual markets thereby helping downtowns and small businesses recover?

Impact of Recent Events

The tri-county region has experienced several natural disasters over the last few years that have severely impacted the region’s economy, safety, and altered the demographics—a dam failure, multi-year drought, devastating wildfires, and the COVID-19 pandemic. However, these events have also helped to improve the coordination of an already cooperative region. People and organizations are working together to respond to current challenges and prepare for the next tragedy. This section presents a summary of the causes, impacts, and results of the major natural disasters experienced in the region.

**Dam Failure (2017)**

Oroville Dam in Butte County is the tallest earth-fill dam in the United States and forms Lake Oroville which has a capacity of 3.5 million acre-feet making it California’s second largest reservoir.\(^4\) Oroville Dam is an important part of the California State Water Project; it supplies water to over 20 million people and hundreds of thousands of acres of irrigated farmland, it is used for flood control, water storage, and hydroelectric power generation.

The 2016-2017 winter season saw more rainfall in Northern California than it had seen in 100 years. In February 2017 lake levels rose and the dam’s 3,000-foot-long main spillway and the untested emergency spillway were called into play. The emergency spillway began to fail and quickly eroded the hillside causing instability and threatening flooding to communities and jeopardizing power lines. More than 180,000 people living downstream were ordered to evacuate and the Feather River Fish Hatchery began evacuating over nine million fish downstream to a satellite hatchery. Collapse was avoided, but the water further damaged the main spillway and eroded the bare slope of the emergency spillway. People were allowed back into their homes three days later.

Emergency rebuilding efforts began, and the main spillway was successfully reconstructed at an estimated cost of $1.1 billion.

**Drought (2020, 2021)**

Each of the three counties in the 3CORE district are in “Exceptional Drought” conditions according to the National Integrated Drought Information System.\(^5\) As of June 2021 Butte County is experiencing the 8\(^{th}\) driest year in 127 years; Glenn County, 10\(^{th}\) driest year; and Tehama County, the 11\(^{th}\) driest year. Exceptional drought conditions means that fields may be left fallow, orchards removed, vegetable yields are low, honey

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\(^4\) Nearby Shasta Lake in Shasta County is the largest by volume, 4.5 million acre-feet.

\(^5\) [https://www.drought.gov/states/california/](https://www.drought.gov/states/california/)
harvest is small, fire seasons are longer and more costly, infestations occur, forest mortality is high, wetlands dry up, native plants and wildlife mortality is high. Regional industries are also affected by drought conditions, for example:

- **Drought conditions** reduce water availability and quality both of which are necessary for a productive agriculture industry. Drought contributes to crop failure, loss of pastureland, insect and disease outbreaks, increases in wildfire, changes to air quality, and soil nutrients—all of which negatively impact agricultural production and the ecosystems.

The entire regional economy can be impacted by increased costs and loss of jobs due to reduced production, less output for downstream industries (food processing) and less demand for inputs (fertilizers, machinery, etc.). Farmers and ranchers may continue to have troubles if the drought continues into 2022 because it can take and year or more for them to recover from a severe drought season.

- **Manufacturing** operations also depend on a steady supply of quality water. Food and beverage processing of course, but high volumes of water are also used in metal fabrication, paper, textiles, and chemical industries for cooling and sanitation. During drought conditions, reductions in or interruption of the water supply can result in a loss of productivity or even closure of manufacturing facilities.

- A drought affects the **recreation** and visitor market during all seasons. Lower water levels or snowpack will reduce the availability of recreational activities resulting in fewer visitors, less spending and loss of revenue to businesses and jurisdictions. The affected activities are all those that are popular in the region—snow and water sports, boating, rafting, swimming, skiing, hunting, fishing, and snowmobiling. Drought can also shorten the season for hiking and biking trails, camping, and wildlife viewing. Also impacting the tourism sector is the public’s negative perception of an area stemming from possible limited access to venues, and increased risks e.g., danger of wildfires and waterborne diseases.

- Drought can cause problems that challenge **public health** departments, emergency hospital emergency departments, and healthcare providers. It can lead to health problems, such as shortage of or unhealthy drinking water leading to dehydration; worsening living conditions related to energy, sanitation, hygiene; compromised food and nutrition; increased incidence of illness or disease and mortality rates; adverse mental health such as substance abuse and domestic violence as jobs and income are challenged; and unhealthy air quality due to increased wildfires and dust.

### Wildfires (2018-2021)

The fire season in Northern California has been starting earlier and ending later. CalFire attributes this to climate change factors—warmer temperatures, less snowpack, earlier snowmelt—that create more intense dry seasons and makes forests more susceptible to fire. In the last three years, nearly 70 of the most destructive wildfires have burned millions of acres in the region. The Dixie Fire, which at the time this is written has been active for over a month, has claimed over 960,000 acres and over 1,000 structures, and is not yet contained (Figure 4).
COVID-19 Pandemic

To better understand the economic impact the COVID-19 pandemic had on the region and what might be needed to help businesses and workers recover, 3CORE engaged Dr. Robert Eyler, Sonoma State University and Economic Forensics and Analytics (EFA), to prepare and present to the CEDS committee and stakeholders data analysis on jobs, workforce, production, and spending. The following data analysis is taken from Dr. Eyler’s presentation; data and analysis use January 2020 as the benchmark for recovery.\(^7\)

\(^6\) The Northern California Dixie Fire was still active and only 75 percent contain at the time this document was being prepared; the single death to date is of a first responder; data as of September 14, 2021.

\(^7\) Eyler, Robert, PhD. (2021) *Existing Conditions Pandemic Impact and Recovery Data* (Appendix F).
Employer Job Openings

- It took 94 months for the tri-county area to recover jobs lost in 2007 great recession, shown as the black dotted line in the above chart.
- As of May 2021, the region is 96 percent back from recession which equates to 4,280 jobs to reach pre-COVID volume. The issue to achieving full recovery is more about labor supply than demand. The shortage of workers can be attributed to 1) migration, 2) augmented unemployment benefits, and 3) retirements.
- Butte and Tehama Counties experienced a steep initial cut when COVID-19 struck, saw some recovery, and were impacted again by the second wave of the virus. Recovery was then a little more consistent. Glenn County’s initial cut was not as deep and there was more recovery momentum. Glenn County has achieved job recovery which is typical of more rural areas.

Figure 5. Jobs at Tri-County Employers, COVID-19 Recovery Comparison to Great Recession Recovery. Sources: California EDD, Bureau of Labor Statistics, and EFA
Changes in Employment by Industry

- These data show where most of the damage happened initially and remains, i.e., the number of workers that have been gained or lost since January 2020 to specific dates.
- There is some recovery being made in four major industries where most of the initial damage happened and remains. These are the industries requiring attention and resources to address lingering recovery challenges.
- Leisure, hospitality, and retail are likely to bounce back as Butte Community College and California State University Chico reopen.
- Government employment is still down 1,220 jobs. A big question that will not be answered for another 12 to 18 months is, how many of these 1,220 jobs are dominated by people who have retired. Retired workers who remain in the region will take up housing units that could go to workers (another big challenge to the region).
- Construction shows 60 more people working in May 2021 than Jan 2020, however it was expected to surge up more quickly since it is considered an essential industry. Construction and ancillary businesses are still struggling to find workers.
The gold line in the chart above represents the $13.5 billion income made (after inflation) by all businesses within the region that kept income local.

There was not much of an economic shock after the 2018 Camp Fire because 1) when a disaster happens, assets are lost vs. income, and 2) insurance and other stimulus money come in for rebuilding and it acts as generation of new income. Much of the income loss is mitigated by the inflow of resources that come to the area that would not have come but for the disaster.

The downturn in 2020 caused by COVID-19 cost the region three years’ worth of growth, i.e., back to 2017, assuming 2020 is and remains the bottom of the downtown. To begin to recover, the region needs to get back to that $13.5 billion peak.

However, if growth at the 2019 peak had continued along the same trajectory, at the same average rate of growth the regional GRP would be at $14.5 billion—a $1.64 billion shortfall of economic activity created by COVID-19. This gap is 125 percent of the total value of all business income made in Glenn County in 2019.

GRP loss by industry followed industry job loss trend (Figure 6) to some degree. Fiscal stimulus kept wages, but production suffered and therefore, business revenue.

Banking income showed the greatest GRP decline but that can be attributed to lower interest rates and refinancing.

Most jurisdictions report that taxable sales have improved from pre-COVID-19 (January to December 2020).

“Brick and mortar stores vs. online retailers are still having trouble. It is too early to know if this is a permanent or transitory shift in the public’s buying habits. If permanent, there will be lingering problems on downtowns, shopping centers, and community commercial centers.”

—Dr. Robert Eyler

Figure 7. Gross Regional Product 2007 to May 2021 (Estimated), Thousands of 2012 Dollars. Sources: Bureau of Economic Analysis and EFA.
Leading Industries

The top five industries in the region by employment are Government, Healthcare, Retail, Accommodations and Food Services, and Agriculture, Forestry, and Fishing. These establishments account for about 75,700 jobs and $5.24 billion in GDP. Nine of the 20 industry sectors listed in the table below lost jobs between 2015 and 2020, a total of 3,307 fewer jobs at wages paying from $30,000 to as much as $87,000.

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>2020 EMPLOYMENT</th>
<th>2015-20 CHANGE</th>
<th>2020 EARNINGS PER WORKER</th>
<th>2020 GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing</td>
<td>8,423</td>
<td>4%</td>
<td>$23,541</td>
<td>$323.3 M</td>
</tr>
<tr>
<td>Mining, Oil and Gas Extraction</td>
<td>94</td>
<td>42%</td>
<td>$83,234</td>
<td>$30.8 M</td>
</tr>
<tr>
<td>Utilities</td>
<td>748</td>
<td>5%</td>
<td>$193,593</td>
<td>$590.3 M</td>
</tr>
<tr>
<td>Construction</td>
<td>7,454</td>
<td>19%</td>
<td>$67,741</td>
<td>$679.6 M</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>6,862</td>
<td>-2%</td>
<td>$64,638</td>
<td>$1.12 B</td>
</tr>
<tr>
<td>Wholesale</td>
<td>2,803</td>
<td>6%</td>
<td>$68,101</td>
<td>$567.4 M</td>
</tr>
<tr>
<td>Retail</td>
<td>13,788</td>
<td>-1%</td>
<td>$44,316</td>
<td>$1.15 B</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>3,491</td>
<td>16%</td>
<td>$63,291</td>
<td>$366.7 M</td>
</tr>
<tr>
<td>Information</td>
<td>902</td>
<td>-25%</td>
<td>$65,059</td>
<td>$238.4 M</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>2,516</td>
<td>-14%</td>
<td>$87,301</td>
<td>$565.5 M</td>
</tr>
<tr>
<td>Real Estate, Rental, Leasing</td>
<td>1,880</td>
<td>-5%</td>
<td>$55,176</td>
<td>$260.5 M</td>
</tr>
<tr>
<td>Prof., Scientific, Technical Services</td>
<td>3,443</td>
<td>-12%</td>
<td>$67,482</td>
<td>$385.5 M</td>
</tr>
<tr>
<td>Management of Companies</td>
<td>607</td>
<td>39%</td>
<td>$82,722</td>
<td>$58.7 M</td>
</tr>
<tr>
<td>Admin, Support and Waste Mgmt.</td>
<td>4,570</td>
<td>8%</td>
<td>$42,788</td>
<td>$286.6 M</td>
</tr>
<tr>
<td>Educational Services</td>
<td>1,245</td>
<td>17%</td>
<td>$36,833</td>
<td>$54.4 M</td>
</tr>
<tr>
<td>Healthcare and Social Assistance</td>
<td>22,143</td>
<td>2%</td>
<td>$56,025</td>
<td>$1.54 B</td>
</tr>
<tr>
<td>Arts, Entertainment, Recreation</td>
<td>1,235</td>
<td>-18%</td>
<td>$33,789</td>
<td>$70.36 M</td>
</tr>
<tr>
<td>Accommodations &amp; Food Services</td>
<td>9,105</td>
<td>-4%</td>
<td>$23,541</td>
<td>$370.7 M</td>
</tr>
<tr>
<td>Other Services</td>
<td>6,309</td>
<td>-14%</td>
<td>$32,917</td>
<td>$345.3 M</td>
</tr>
<tr>
<td>Government</td>
<td>22,305</td>
<td>1%</td>
<td>$76,349</td>
<td>$1.86 B</td>
</tr>
</tbody>
</table>

Figure 8. Source: Emsi and 3CORE Economic Dashboard
As shown in Figure 9 to the right, small businesses are the mainstay of the tri-county region.

- Over 5,600 businesses (72 percent) employ less than five
- 92 percent of the regional establishments employ less than 20
- 84 percent employ less than 10.

Due to COVID-19, the regional economies lost from 35 to 51 percent of their small businesses since March 2020 and similar percentage losses in small business revenue (Figure 11).

The loss of small businesses and revenue has adversely affected the downtowns and central business districts throughout the region.

<table>
<thead>
<tr>
<th>EMPLOYMENT SIZE</th>
<th>NUMBER OF BUSINESSES</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>5,633</td>
<td>72.0%</td>
</tr>
<tr>
<td>5-9</td>
<td>949</td>
<td>12.1%</td>
</tr>
<tr>
<td>10-19</td>
<td>649</td>
<td>8.3%</td>
</tr>
<tr>
<td>20-49</td>
<td>407</td>
<td>5.2%</td>
</tr>
<tr>
<td>50-99</td>
<td>115</td>
<td>1.5%</td>
</tr>
<tr>
<td>100-250</td>
<td>45</td>
<td>.57%</td>
</tr>
<tr>
<td>250-499</td>
<td>11</td>
<td>.14%</td>
</tr>
<tr>
<td>500+</td>
<td>3</td>
<td>.03%</td>
</tr>
</tbody>
</table>

Figure 9. Distribution of Businesses by Employment Size. Source: Emsi and 3CORE Economic Dashboard

Figure 10. Top: Percent change in the number of small businesses open in the region. Bottom: Percent change in net revenue for small businesses in the region. Source: Opportunity Insights, www.tracktherecovery.com; 3CORE Economic Dashboard
Workforce

An available and skilled workforce is critical to business success and to the region’s economic recovery. Local employers report difficulty in finding workers and COVID-19 recovery data show that, while many people have returned to work there are lingering issues with the labor supply.

The number of people able and willing to return to work is affected by several factors, e.g., normal population shifts or net migration, augmented unemployment benefits may be delaying some workers’ reentry, and people deciding to retire from the workforce completely. It has yet to be determined if these changes in the workforce are temporary or systemic.

- A labor force can be seen as having four components:
  1) the Talent Pipeline, or future workers
  2) Prime Workers includes high school and college graduates that, hopefully, will remain in the area
  3) Experienced Workers are parents of the talent pipeline group. The more they remain in the area, the more the talent pipeline will grow
  4) Retiring Soon are the senior workers. The increase of this group reflects the number of seniors who must or choose to continue working.

- None of the labor force groups changed much from 2015 to 2018; but all were down in 2019, post-Camp Fire.

- Another downturn in 2020 across all age groups indicates movement away from all three counties, a reason why local employers are struggling to find workers.

- Current demographic forecasts indicate an increase in 2025 and 2030 primarily in prime and experienced workers.

Figure 11. Growth and deline of the regional workforce. Sources: California Department of Finance, EFA.

“Theory: when Prime and Experienced worker groups are larger than the Pipeline and Retiring, there is a currently productive economy; but may lose some of that productivity in future years if the Talent Pipeline is not growing.”

—Dr. Robert Eyler
Butte County’s labor force slowly rose from 2010 to 2018, then experienced a sharp fall after the Camp Fire and picks up in 2020. Another predicted decline in 2025 is probably a combination of out-migration, lack of job opportunities, and retirements. The 2030 recovery is a result of new, younger workers (the Talent Pipeline) joining the labor force.

- Glenn County shows slow, positive momentum all 20 years.
- Tehama County’s labor force growth is relatively flat but positive over the 20 years.
- Overall, the regional labor force declined by 4,780 from January 2020 to May 2021 due to migration, unemployment, retirements, childcare issues.

Unemployment

Unemployment in the region over the last five years has ranged from high of 9.1 percent in 2020 to a low of 5.4 percent in 2018 and 2019. Labor force participation is typically around 52 percent. In the first quarter of 2021 most of the unemployed occupations were construction, sales, food preparation and service, office and administrative, management, production, and transportation related. These data track closely with the national unemployment.  

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8 Source: Emsi, 3CORE Employment and Workforce Dashboard
Workforce Challenges

The primary workforce challenges in the tri-county area are housing and childcare—availability and affordability.

The Camp Fire resulted in substantial shifts in population within the region and put a strain on the existing housing market. Paradise residents affected by the Camp Fire relocated primarily to other areas in Butte County, and to a lesser extent to Glenn and Tehama Counties.

Even though employment opportunities are available, the lack of workforce housing in the region is forcing many employees to choose between a local job or a longer-than-desired commute.

Housing Availability

Figure 13 shows the shortage of homes available for most of the workforce in the region. There are essentially no home or apartments for rent in Glenn or Tehama County, and few in Butte County. Only 44 homes listed are for under $200,000, this includes 27 in Butte County, 16 in Tehama County and only one in Glenn County.

A challenge to housing development is that it has gotten so much more complex and capital intensive that smaller builders are not able to participate.

CEQA and lawsuits challenging development were noted as a major challenge for all housing markets but severely impact the secondary markets such as the tri-county region.

Ready-for-development land is lacking in the area. Municipal-funded infrastructure is needed to foster private sector investment as the time and investment is too great for most investors to undertake.

Camp Fire studies and reports estimate that there are 6,000 to 7,000 households still precariously housed after the fire—living in situations not designed for permanent housing, e.g., tents, trailers, RVs, and two or more families in a shared household.

<table>
<thead>
<tr>
<th>REGION</th>
<th>HOMES &amp; CONDOS FOR SALE</th>
<th>HOMES &amp; APARTMENTS FOR RENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Butte County</td>
<td>361</td>
<td>72</td>
</tr>
<tr>
<td>Glenn County</td>
<td>40</td>
<td>2</td>
</tr>
<tr>
<td>Tehama County</td>
<td>190</td>
<td>3</td>
</tr>
<tr>
<td>$100-$150,000</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>$151-$200,000</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>$201-$250,000</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>$251-$300,000</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>$301-$350,000</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>$351,000 +</td>
<td>366</td>
<td></td>
</tr>
</tbody>
</table>

Figure 13. Availability of single-family homes, condos, and apartments; and the distribution of single-family homes by listed price on Zillow.com as of July 30, 2021

The Town of Paradise lost 85 percent of its housing supply, Butte County lost 14 percent, the region lost about 10 percent of its housing supply in the Camp Fire.

— Camp Fire Regional Economic Impact Analysis January 2021, by EPS
Housing Affordability

Housing affordability is the percent of households that can afford to purchase a single-family median priced home using traditional financing assumptions. The top graph in Figure 15 shows that in the first quarter of 2021, using the housing affordability index as a measure, fewer people within the region, state, and nation can afford to own homes than a year ago.

The second graph displays the gap between median household incomes and the income required to qualify for a traditional mortgage—as much as $20,000 in Butte County, and over $8,000 in Glenn and Tehama Counties. The current economy is not generating incomes that can sustain housing costs, and if the current housing shortage continues, expect the affordability to keep declining.

Figure 14. Top: Housing Affordability Index. Bottom: Median Household Incomes compared to Minimum Qualifying Incomes for the median priced home in each county. Sources: California Association of Realtors and EMSI, 2020 data.
Childcare

Access to suitable and affordable childcare is an important issue for a secure workforce. In 2019, 86 percent of primary care parents reported that childcare matters adversely affected their commitment to their jobs and careers.9

In the tri-county region, there are a total of 37 companies, organizations, or agencies providing childcare options. These providers are licensed to provide care to a total of 1,074 children. Providers are spread evenly across the region, 38 percent in Butte County; 25 percent in Glenn County; and 37 percent in Tehama County.10

Unfortunately, only four providers are enrolled in any type of subsidized program which would help low-income parents pay for childcare so they can work or attend school. Furthering the challenge for area parents is that each of these four providers are in Butte County: two in Chico and two in Oroville.

Without access to affordable childcare many parents cannot enter or re-enter the workforce, continue their education, or advance their careers. Also, early childhood programs can have positive and lasting effects on children—the future workforce.

Data suggests that both men and women are impacted by childcare shortages, however, women are impacted at higher rates and are increasingly leaving the workforce because the global pandemic has worsened childcare access and affordability.


10 Source:www.childcarecenter.us
Demographics

Population Growth
The decline in population between 2018 and 2019 (Figure 16) reflects the impact of the 2018 Camp Fire. Butte County lost approximately 11,153 in population. Some of this population was shifted to Glenn or Tehama Counties which experienced an increase of nearly 1,500 in population, this is over three times the increase these two counties have ever experienced over the last ten years.

![Historic and Forecasted Population in 3CORE District. Source: Emsi and 3CORE Demographics and Social Economics Dashboard](image)

Figure 15. Historic and Forecasted Population in 3CORE District. Source: Emsi and 3CORE Demographics and Social Economics Dashboard

Population by Age
Growth is seen only in the 24- to 44-year-old age range and in the 65- to 79-year-old age range. The incoming talent pipeline (under 24-year-old) has declined from 2015 by about 2,400. The current median age within the district is 37 years old, the higher end of the workforce.\(^{11}\)

![Population by age. Source: Emsi and 3CORE Demographics and Social Economics Dashboard](image)

Figure 16. Population by age. Source: Emsi and 3CORE Demographics and Social Economics Dashboard

\(^{11}\) Source: Median age from U.S. Census 2019 5-year Estimate, Table S0101.
Educational Attainment

Educational attainment trends over the last five years are improving. In the population age 25 and over there are fewer with less than a high school diploma. High school graduates, those receiving some college or training, and those with college or university degrees are steadily increasing every year (Figure 18).

Similarly, completions in the regional higher education institutions have risen each year except for the 2019-2020 school year, which can be attributed to campuses closing and enrollment decline because of the COVID-19 pandemic. Chico State University, Butte and Shasta Colleges are all planning to offer a hybrid of in-person and remote learning. Currently, a large majority of classes are expected to be in-person with vaccine and masking requirements.

Figure 17. Educational Attainment of Population Over 25 years of age, Source: U.S. Census American Community Survey 5-Year Estimates, Table S1501. Higher Education Completions in the Region Source: California Community College Launchboard and CSUC.edu/ir/fact-book
Income and Poverty

The number of families living in poverty over the last five years has slowly declined in Butte County since 2015. In Glenn County the share of families in poverty declined in 2018 and remains at about 14.5 percent. Tehama County has seen an almost steady increase, from 13.9% in 2015 to 15.5% in 2019.

<table>
<thead>
<tr>
<th></th>
<th>BUTTE COUNTY</th>
<th>GLENN COUNTY</th>
<th>TEHAMA COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$52,537</td>
<td>$49,633</td>
<td>$44,514</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$29,506</td>
<td>$22,668</td>
<td>$24,301</td>
</tr>
<tr>
<td>Children Under 18 Living in Poverty</td>
<td>19.6%</td>
<td>21.6%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Seniors 65+ Living in Poverty</td>
<td>9.7%</td>
<td>15.6%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Number of Households</td>
<td>85,320</td>
<td>10,085</td>
<td>24,189</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>2.6</td>
<td>2.7</td>
<td>2.6</td>
</tr>
</tbody>
</table>

Figure 19. Source: EMSI and [3CORE Demographics and Social Economics Dashboard](#)

Figure 18. Families with income in the past 12 months that is below the poverty level. Source: US Census Bureau, ACS Table DP03 Selected Economic Characteristics
Cost of Living

The cost of living in the tri-county region is reasonable when compared to the State of California as a whole.

As expected, the more rural counties of Glenn and Tehama are the more affordable places in the district. This is primarily due to housing costs which are 35% higher in Butte County than in the U.S. average. However, this estimate is as of September 2019; the cost of both rentals and home purchases have continued to increase since then. Health care and utilities are also more costly expense items in the region.

Public Assistance

The total number of households within the region has remained steady at around 119,500 over the last five years. The share of households on public assistance has remained the same as well, consistently 13 percent or more. In fact, there are over 600 more households on public assistance in 2019 than in 2015, indicating very little movement upward and out of poverty.

Figure 20. Cost of Living in the tri-county region. The index is based on a U.S. average of 100. An amount over 100 means that a community is more expensive to live than the U.S. average. Likewise, an amount below 100 means a community is more affordable. Source: Sperling’s Best Places

Figure 21. Households on Public Assistance Income or Food Stamps (SNAP). Source: U.S. Census ACS 5-Year Estimates, Table B19058
Medi-Cal Recipients

The number of Medi-Cal certified eligible persons in the region increased by 2.3 percent from 2017 to 2021. The increase is seen primarily in Glenn (16.6%) and Tehama (14.7%) Counties. Butte County experienced a slow decline from 2017 to 2020; 2021 is beginning an uptick.

![Figure 22. Medical Eligible Persons on July 1 of each year. Source: California Health and Human Services Data Portal](image)

Homelessness

There was a four percent decrease in the region’s total homeless population from 2019 to 2020. However, the region experienced a total increase of 68 percent from 2016 which is primarily in the over 24-year-old population group. The number of homeless 0 to 24 years old have remained quite consistent over the last five years.

![Figure 23. Homeless Population in Butte, Glenn, and Tehama Counties. Source: HUD Continuum of Care Homeless Assistance Programs’ Homeless Populations and Subpopulations Annual Reports.](image)
Appendix B – SWOT Analysis

2022-2027

Comprehensive Economic Development Strategy

Butte • Glenn • Tehama Counties

**STRENGTHS**
Attributes of the region and its organizations that are helpful to achieving goals and objectives

**WEAKNESSES**
Features or assets that are lacking in the region that make it difficult to achieve goals and objectives

**OPPORTUNITIES**
Features present in the region or favorable external factors that make it possible to achieve goals and objectives

**THREATS**
External factors that make it difficult to achieve goals and objectives
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- Weaknesses ..................................................................................................................................................... 5
- Opportunities ................................................................................................................................................... 6
- Threats ............................................................................................................................................................. 6
- Survey Data ........................................................................................................................................... 8
Introduction

In the Butte-Glenn-Tehama region the COVID-19 pandemic followed three years (2018-2020) of the most destructive wildfires in California history. As a result, the region has been the recipient of numerous studies and many active collaborative efforts which have helped to inform this SWOT.

Two landmark studies\(^1\) highlight the critical factors impeding recovery from the fires. Adding to these impediments are economic hits from the COVID-19 pandemic. Opportunity Insights Economic Tracker along with research and analysis by Dr. Robert Eyler specifically for the 3CORE region provide insights on the challenges of economic recovery stemming from the fires and the pandemic.

1) Economic recovery is inextricably linked to successfully rebuilding affordable housing in the region, a crisis that existed even before the wildfires and the pandemic, 8600 more units than in 2020 by 2025 minimum.\(^2\)

2) The population decline and shift caused by the Camp Fire was exacerbated by COVID, resulted in workforce shortages and a change in commute routes putting more pressure on roadways.

3) Previous employment gains in the region’s key clusters were lost—leisure and hospitality, government, education, and health services—which exacerbates an already fragile safety net for families and youth.

4) COVID 19 reduced the region’s Gross Regional Product back to 2017 level.\(^3\)

5) Small business closures throughout the region have been dramatic and affected all the central business districts (downtowns) in the region. (Figure 1)

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2 EPS 2021

3 Discussed further in Appendix A: Economic Conditions.
All this research and analysis has made stakeholders very aware of the multitude of challenges the region must face as everyone works towards recovery. They are also acutely aware of unique opportunities and the resilient strength of the people and organizations that have been established and joined collaboratives and coalitions to address challenges and find solutions even though the region faces another year of wildfires. Fire season now starts earlier and runs longer. The ongoing drought further impacts the fire danger and the region’s agricultural industries.

Recovery to pre-pandemic levels—4,400 jobs and $1.64 billion in Gross Regional Product—seems daunting. However, stakeholders are clear on their strengths, weaknesses, opportunities, and threats.

Using the existing analysis and data, stakeholders prioritized the SWOT as it relates to economic recovery. The graphic below summarizes the top responses in each category. A more extensive list and the survey detailed responses are presented on the following pages. More information on these economic development factors is available in the Economic Conditions report.

**Strengths**

**Educational Institutions.** Education has been one of the region’s largest industry clusters and drivers of economic development. California State University Chico (CSUC) is the only university serving the inland north state north of Sacramento. Fall 2020 enrollment at CSUC was 16,600 students which includes about 950 postbaccalaureate students. CSUC has just completed its 2030 Master Plan which envisions significant expansion.

Two community colleges also serve the region—Butte and Shasta. Shasta College has a campus in Red Bluff. Butte College is in the process of expanding into Glenn County which will make access to higher education more feasible.

Strong Career and Technical Training (CTE) is offered through the County Offices of Education.

**Workforce Development.** The region is served by two Workforce Development

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4 Details presented in Appendix A: Economic Conditions
5 [https://www.csuchico.edu/about/chico-facts.shtml](https://www.csuchico.edu/about/chico-facts.shtml)
Consortia, Northern Rural Training and Employment Consortium (NoRTEC) and North Central Counties Consortium (NCCC). American Job Centers are in each county to assist businesses with hiring and training and help to job seekers reach full employment.

**Infrastructure.** Approximately 100 miles of roads were destroyed by the Camp Fire. Traffic from heavy construction vehicles during rebuilding are continuing to impact more roads throughout the region. The population shift since the fire has increased traffic in each of the three counties. Infrastructure projects in support of transportation, housing, and employment centers are presented in Appendix D.

**Business Assistance.** Several agencies and organizations provide programs and assistance to businesses in the region, e.g., Small Business Development Center, 3CORE, Chambers of Commerce, downtown associations, Chico Start Technology Incubator, and Grow Manufacturing Initiative.

**Support.** The region has a long history of collaboration among community groups that includes representation from C-level offices. Dedicated volunteers and community groups and foundations have contributed to the philanthropic culture in the north state. This local financial support along with the Federal stimulus funds have helped to soften the impact of the wildfires and pandemic somewhat. There is much more to be done before the region can begin to grow the economy just to return to pre-pandemic levels.

Three straight years of disasters have given people in the region a greater sensitivity to being prepared for and responding to emergencies and finding opportunities that can stem from recovery. Further, given the back-to-back disasters experienced in the region, state and federal agencies and representatives are now more aware of the region and its challenges.

**Location.** The region is rural, yet businesses and residents have access to Interstate 5, the major north/south corridor in California and state highways traverse the region—99, 32, 70, 149, and 162.

Several industrial, business and office parks are located throughout the region. Commercial, residential, and planned unit developments are highlighted in two Opportunity Zones in the region (Figure 2).

Recreational venues and visitor attractions in the region include Thunder Hill Raceway, Grey Lodge Wildlife Area, Sacramento Wildlife Refuge, the Sacramento River, lakes, casinos, wineries, trails, biking, birding, hunting, fishing, boating, and rafting.

![Figure 2. Opportunity Zones in Glenn County (right) and Tehama County (far right). Commercial properties shown in red, single-family residential in yellow, multi-family residential in orange, planned unit development in green. (See Prospectus, Appendix H)](image-url)
Weaknesses

Following the Camp Fire cities in the region experienced significant impacts to their infrastructure—housing supply, water and sewer systems, and roadways—but were not eligible to receive Federal or State disaster-recovery funding. Short- and long-term financial problems were the result. Then came the COVID-19 pandemic, further complicating economic matters.

Capital improvement projects and several master plans are underway, and some have been adopted however, funding is needed for implementation.

Broadband Infrastructure. Broadband increases the desirability of a community. Sufficient broadband infrastructure can attract new business and new residents thereby helping to reverse the workforce shortage the region is currently experiencing. In 2021 North State Planning and Development Collective determined that there are approximately 30,000 households within the region that are unserved at 100 Mbps. A survey conducted for the Town of Paradise determined that demand exists for new and upgraded service.

Sewer. The Town of Paradise had no sewer service and then experienced physical damage to the water system during the 2018 Camp Fire. Wastewater capacity throughout the region needs to be improved to accommodate expected growth.

Water. Because of the drought and competing demands, a sustainable supply of water for agriculture and to meet population growth is a concern.

Roadways. Following the Camp Fire, the volume of daily traffic throughout the region increased an average of 25 percent. The shift in residential population adversely impacted roads. Chico alone identified over a dozen transportation improvements that were needed sooner than planned to support the transportation network and the development of new housing units.

Development Properties. Infrastructure improvements are needed to zoned properties throughout the region to facilitate development of employment areas and housing. If irrigation canals in Glenn County were underground, it will open lands for housing and employment developments.

Housing. The population shift stemming from multiple wildfires in the district exacerbated an already tight housing market and there is still an unmet demand for all types of housing. Nearly 14,000 homes were destroyed in the 2018 Camp Fire. Within two months of the fire, all the available rental housing inventory were absorbed and homes that were for sale quickly had multiple offers. The overall change in the number of housing units in the three-county region (2018-2020) was a decline of 10 percent.

Post Camp Fire there are still about 7,000 households with insufficient housing. Worsening the housing shortage is the scarcity of construction workers in the region. Two years ago, there was a shortage of

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6 Northeastern and Upstate California Connect Consortium
7 North State Planning and Development Collective (2021). Paradise Broadband Feasibility Study
construction workers in all the 15 trades. The shortage has only gotten worse while the demand increases. Some of these workers were displaced from the fires.

Developers working in the region are faced with competition paying wages as much as 60 percent above what is feasible in the region. There is a disconnect between housing costs and incomes in the region. In the first quarter of 2021, the housing affordability index in Butte County was 37%, in Glenn County 44%, and in Tehama County 46%.9

**Job Openings and Workforce Skills.** Finding and keeping employees is a challenge faced by businesses across all industries in the region. Among the challenges to filling job openings are subsidized unemployment payments, lack of affordable housing, the availability and affordability of childcare, and the population shift around the region has increased commute times for some. There is a continuing need for workers to upskill especially in construction trades, agriculture, fabrication, and manufacturing occupations.

### Opportunities

**Housing.** Each county’s Housing Authority and the Camp Fire Housing Committee have come together to collaboratively plan for the needed housing options throughout the region, yet challenges exist, e.g., workforce shortage in the trades, infrastructure needs, legal challenges to developments.

**Visitor Market.** Butte County is the only county of the three that has an organization solely focused on promoting tourism. A visitor and recreational coalition could be built to serve the region, yet many of the visitor-related businesses and services are still challenged with finding workers.

**Industry Developments and Diversification.** Many of the existing industry clusters within the region are or have plans to expand soon—hospitals, community colleges, manufacturers. Developing the I-5 Corridor and Opportunity Zones could provide necessary industrial and commercial sites. The challenge to meeting industry’s expansion plans and to diversifying the economy is providing needed infrastructure to new employment areas and providing enough workers.

**Downtowns.** As previously mentioned, (Figure 1) small businesses in the region were affected dramatically from COVID-19 and have not yet recovered. Many of these small businesses were in the downtowns of the region. Revitalization of downtowns is critical to the economic recovery in general and to the tourism industry in particular. Similar to a coalition to recapture and strengthen the visitor market, a coalition of Main Streets or Downtown Associations could help the region recover the small businesses lost from both wildfires and pandemic.

### Threats

**Wildfires.** The threat of more and larger wildfires in the region will continue, given climate change, long-standing drought conditions, growing populations, changing land use patterns, and the challenges of keeping up with forest management.

**Drought.** Each of the three counties in the region are considered in “Exceptional Drought” conditions according to the National Integrated Drought Information System.10 As of June 2021 Butte County is experiencing the 8th driest year in 127 years; Glenn County, 10th driest year; and Tehama County, 11th driest

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9 Source: California Association of Realtors; the index is the percent of households that can afford to purchase a median priced home in the county.

10 [https://www.drought.gov/states/california/](https://www.drought.gov/states/california/)
year. Precipitation in the region is down 10 to 15 inches. "Exceptional Drought" conditions means that fields are left fallow, orchards are removed, vegetable yields are low, honey harvest is small, fire seasons are longer and more costly, infestations occur, forest mortality is high, wetlands dry up, native plants and wildlife mortality is high.

**Housing Insecurity.** The 2020 Point in Time homeless population count shows a 69% increase from 2016 to 2020. As of January 22, 2020, a total of 1,668 persons were reported homeless in the region, compared to 989 in 2016. This challenge can expect to continue given the current housing shortage and increasing costs.

**Declining Labor Force.** As previously stated, the region is faced with a workforce shortage which is being worsened by an aging population. Recruiting workers into the region to meet industry demand is one solution, however that is not feasible given the current housing shortage.

**Escalating Costs.** Overall costs are increasing due to the pandemic. However, another cost factor is that even though the state and federal government funded programs for jurisdictions and CBOs following the Camp Fire, these were a one-time help. Continued funding for these helpful programs is not available.

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State and Federal government responded to disasters in the region with funding for business and workforce assistance. However, these were a one-time financial boost. It is challenging to sustain the important programs that were established and still needed.
Survey Data

SWOT Process

The SWOT Analysis was undertaken to identify the critical internal and external factors that affect and impact the 3CORE district’s economic development success. Along with the data analysis (Appendix A), findings from the SWOT were used to create strategies and actions that make use of the region’s strengths and assets, to take advantage of opportunities, to overcome challenges, and mitigate threats.

- The SWOT process started with collecting and reviewing studies and research conducted over the past few years on subjects including impact of COVID-19, labor force, workforce development and skills, wildfire impacts and recovery, regional economics, project feasibility analyses, housing, homelessness, and industry-specific reports (Appendix F).

- Personal interviews were held with regional stakeholders—3CORE Board of Directors, CEDS Committee, City and County elected officials and staff, workforce development professionals, and private sector industry.

- Findings from the interviews and research were reviewed, confirmed, and prioritized during a work session with 3CORE staff.

- A short and very focused survey was then prepared to further validate and prioritize the issues. The survey was pushed out to the interview group and additional stakeholders. The survey questions were focused on recovery:
  - what assets are important to the district’s economic recovery?
  - what are the immediate challenges to recovery?
  - where are the opportunities that can lead to recovery?
  - what are the immediate threats that need to be mitigated and prepared for?

Findings from the SWOT exercise led to strategies and initiatives for recovery which are centered on workforce development, business development, place development, and resiliency.
Q1 – Which of the following community strengths are critical to the region's economic recovery? (Choose up to 5) Response to “Other”: a viable airport

<table>
<thead>
<tr>
<th>Strength</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational institutions</td>
<td>13</td>
</tr>
<tr>
<td>Workforce assistance</td>
<td>13</td>
</tr>
<tr>
<td>Infrastructure for residential and commercial</td>
<td>11</td>
</tr>
<tr>
<td>Business assistance programs and providers</td>
<td>9</td>
</tr>
<tr>
<td>Federal/State $ support, recognition, programs</td>
<td>9</td>
</tr>
<tr>
<td>Highways</td>
<td>7</td>
</tr>
<tr>
<td>Recreational venues</td>
<td>7</td>
</tr>
<tr>
<td>Collaborative region responding to disruption</td>
<td>2</td>
</tr>
<tr>
<td>Local community foundations</td>
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</tr>
<tr>
<td>Added sensitivity &amp; awareness, to disaster recovery</td>
<td>1</td>
</tr>
<tr>
<td>Community advocacy groups</td>
<td>0</td>
</tr>
<tr>
<td>Volunteers</td>
<td>2</td>
</tr>
<tr>
<td>Other (see below)</td>
<td>2</td>
</tr>
</tbody>
</table>

Q2 – Which of the following weaknesses must be addressed first to achieve long-term economic recovery in the region? (Choose up to 5) Response to “Other:” homelessness, water storage and conservation, water management policy re agricultural uses.

<table>
<thead>
<tr>
<th>Weakness</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure improvements, expansions</td>
<td>14</td>
</tr>
<tr>
<td>Improving workforce skills</td>
<td>12</td>
</tr>
<tr>
<td>Population</td>
<td>11</td>
</tr>
<tr>
<td>Road and intersection improvements</td>
<td>6</td>
</tr>
<tr>
<td>Lack of diversity in jobs and products</td>
<td>5</td>
</tr>
<tr>
<td>Childcare availability and cost</td>
<td>2</td>
</tr>
<tr>
<td>Place development, amenities</td>
<td>2</td>
</tr>
<tr>
<td>Mental health services and safety net for youth</td>
<td>2</td>
</tr>
<tr>
<td>Other (see below)</td>
<td>2</td>
</tr>
</tbody>
</table>
Q3 – Which of the identified opportunities would be most effective in reaching long-term economic recovery in the region? (Choose up to 3) Response to "Other:" higher wages

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>% Responders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing developments</td>
<td>10</td>
</tr>
<tr>
<td>Major employment developments</td>
<td>10</td>
</tr>
<tr>
<td>Downtown revitalizations</td>
<td>8</td>
</tr>
<tr>
<td>Existing business parks</td>
<td>6</td>
</tr>
<tr>
<td>I-5 Corridor development</td>
<td>4</td>
</tr>
<tr>
<td>Support for student entrepreneurs</td>
<td>2</td>
</tr>
<tr>
<td>Establishing a film commission for the region</td>
<td>1</td>
</tr>
<tr>
<td>Other (see below)</td>
<td>1</td>
</tr>
</tbody>
</table>

Q4 – Which of the following threats must we prepare for first to achieve long-term economic recovery? (Choose up to 3)

<table>
<thead>
<tr>
<th>Threat</th>
<th>% Responders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wildfires</td>
<td>12</td>
</tr>
<tr>
<td>Drought</td>
<td>12</td>
</tr>
<tr>
<td>Homeless population</td>
<td>8</td>
</tr>
<tr>
<td>Declining labor force</td>
<td>7</td>
</tr>
<tr>
<td>Escalating costs</td>
<td>5</td>
</tr>
<tr>
<td>Conflicting water demands</td>
<td>3</td>
</tr>
<tr>
<td>One-time funding resources</td>
<td>0</td>
</tr>
</tbody>
</table>
Appendix C – Industry Sectors

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
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Small Business................................................................................................................................................... 17
Introduction

The goal of the 3CORE 2022-2027 Comprehensive Economic Development Strategy (CEDS) is a focus on recovering to pre-pandemic levels—replacing 4,280 jobs lost and $1.64 billion in gross regional product. Initiatives are focused on collaborative and aligned stakeholder actions in the region’s key industry sectors—Agriculture, Forestry, Construction, Manufacturing, Health and Wellness, and Hospitality.

Figure 1 shows that Manufacturing and Hospitality industries had a small decline in employment. As the economy continues to rebound and the nation recovers from the COVID pandemic, all industry sectors are expected to recover.

Figure 1. Regional job growth or decline in the region’s key industry sectors. Source: 3CORE Dashboard.
Jobs Recovery

Figure 2 shows where the region is in recovery as compared to the 2007 recession. It took 94 months for the tri-county area to recover jobs lost in the great recession, shown as the black dotted line in the above chart. As of May 2021, the region is 96 percent back from recession which equates to 4,280 jobs to reach pre-COVID volume. Butte and Tehama Counties experienced a steep initial cut when COVID-19 struck, saw some recovery, and were impacted again by the second wave of the virus. Recovery was then a little more consistent. Glenn County’s initial cut was not as deep and there was more recovery momentum. Glenn County has achieved job recovery which is typical of more rural areas.

![Figure 2. Jobs at Tri-County Employers, COVID-19 Recovery Comparison to Great Recession Recovery. Sources: California EDD, Bureau of Labor Statistics, and EFA](image-url)
Economic Recovery

The gold line in the chart (Figure 3) represents the $13.5 billion income made (after inflation) by all businesses within the region that kept income local. The downturn in 2020 caused by COVID-19 cost the region three years’ worth of growth, i.e., back to 2017, assuming 2020 is and remains the bottom of the downturn. To begin to recover, the region needs to get back to that $13.5 billion peak. However, if growth at the 2019 peak had continued along the same trajectory, at the same average rate of growth the regional GRP would be at $14.5 billion—a $1.64 billion shortfall of economic activity created by COVID-19. This gap is 125 percent of the total value of all business income made in Glenn County in 2019.

![Figure 3. Gross Regional Product 2007 to May 2021 (Estimated), Thousands of 2012 Dollars. Sources: Bureau of Economic Analysis and EFA.](image)

The challenges to recovery faced by businesses in the region are discussed in the remaining chapters of this Appendix, as are the many opportunities.
Agriculture

Employment in the region’s Ag industry, which includes Forestry, increased by 4% from 2015 to 2020 a gain of 344 jobs.

In 2019 the region had 800,000 acres producing $1.8 billion in economic value—field crops, fruits, nuts, apiary, livestock, poultry, and timber.

Challenges

- Nationally, the agriculture industry saw a shift in demand for food and crops because of the COVID-19 pandemic. Farmers experienced a change in customer demand and access to traditional distribution channels became challenging, resulting in product that could not be distributed and often had to be destroyed. The consumer shift from dining out reduced demand for higher-cost food items while the need for staples and ready-to-eat foods grew and challenged the ag industry to adapt quickly.

- As with other industries, ag is faced with increasing global competition and a shrinking workforce. The U.S. Department of Labor expects employment of agricultural workers, farmers, ranchers, and other agricultural managers to remain relatively flat through 2028.

- Farm yields have increased greatly due to scientific improvements in breeding, chemicals, and technology. However, these advancements mean that farmers and ranchers must keep current with quickly changing growing and processing methods, equipment, and technology, increasingly strict government regulations, and customers demanding higher quality products.

- Locally, farmers and ranchers are challenged with several years of drought conditions and rising temperatures. Specialty crops in the region such as fruits and tree nuts provide a high value per acre but are more susceptible to drought conditions and represent a higher economic risk—yields are low, fields may be left fallow, orchards removed, crop failure is more possible, pastureland lost, increases in insect and disease outbreaks, wildfires, changes soil nutrients—all of which negatively impact agricultural production and the ecosystems.

Opportunities and Market Demands

- Many commodities grown in the region are shipped to the Central Valley for value-added processing—the lack of capacity to aggregate product and process locally is a missed opportunity and value-added agriculture is the largest creator of wealth and jobs in the industry.
Early discussions are underway to establish an Ag Tech Center in the region that would support the existing industry sector, expand ag, value-added ag, ag-tech, and open opportunities for business, entrepreneurs, and education to partner.

Two programs established through the Future of Agricultural Resiliency and Modernization (FARM) Act would benefit the region’s agricultural industries and assist with forest resiliency by helping farmers adopt new technology and practices that would reduce carbon emissions improving air, water, and soil health. Secondly, the Pyrolysis Program supports regenerative agriculture projects.

As part of the regenerative agriculture movement, use of nut shells for energy production and soil amendments is currently underway in the region. Regenerative ag uses by-products for a higher-value—soil amendments, biofuels that can be used to fire furnaces or as inputs to produce other biochemicals.

The Orland Livestock Commission Yard has experienced a volume increase of over 50 percent since the closure of the Shasta Livestock Auction.

The Butte County Local Food Network with a grant from the Department of Social Services and in partnership with the University of Buffalo, established a Mobile Farmers Market which supports local farmers and makes healthy, locally grown foods available to people in underserved communities and food deserts in Butte County. With additional support, the Network plans to expand distribution.

The Center for Regenerative Agriculture and Resilient Systems (CRARS) at California State University Chico is working to expand ag practices that strengthen the ecosystem and increase resilience to climate change—topsoil regeneration, increased biodiversity, reduced tillage, adaptive grazing, livestock and crop integration, pollinator habitats, riparian plantings, alley cropping, rangeland seeding and biomass.
Construction and Building Materials

Employment in construction industry experienced double digit growth (19%) between 2015 and 2020. Yet employers are still struggling to fill job openings. The rebuilding from the Camp Fire and people taking advantage of favorable interest rates to refinance, upgrade, and remodel has put pressure on the industry.

Challenges

- The population shift stemming from wildfires in the district exacerbated an already tight housing market and there is still unmet demand. Nearly 18,000 homes, businesses, and other structures were destroyed in the 2018 Camp Fire. Within two months of the fire, all available rental housing inventory was absorbed and homes that were for sale quickly had multiple offers.
- To date the Town of Paradise has received 1,149 Rebuild Permit Applications, and Butte County has received 385, leaving the potential for over 16,500 additional structures to be rebuilt.
- Even though employment opportunities are available in all industries the lack of workforce housing, and subsidized unemployment benefits, has made it difficult for employers to fill job openings.
- As of September 1, 2021, there were essentially no homes or apartments for rent in Glenn or Tehama Counties (only two in each county) and only 60 in Butte County at an average rent of $1,590 a month.\(^1\)
- The current economy is not generating incomes needed to sustain housing costs and housing affordability in the region is diminishing. There is a gap of $8,000 to $20,000 in the minimum qualifying income required for a traditional mortgage.\(^2\)
- Housing developments have become much more complex and capital intensive. Smaller developers are not able to participate, and larger development companies are attracted to larger markets.
- Due to the level of rebuilding efforts after the wildfires followed by restrictions due to COVID-19, material availability is stressed on the national and global level beyond anything the construction industry has experienced in the last 50 years.

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1 Zillow.com
2 California Association of Realtors
- Ready-for-development land in the region is limited. Municipal-funded infrastructure is needed to encourage private sector investment.

- Major repairs are needed on infrastructure—highways, bridges, dams, schools, power plants, water and sewer systems, and airports. Fueling the demand for skilled workers is the fact that these infrastructure projects are larger and more complex due to new regulations and higher standards in building and construction materials, worker safety, energy efficiency, and pollution control. The demand for expertise in construction science, engineering, and management will continue to increase.

Opportunities and Market Demands

- Workforce and education partners are working to establish a mobile training unit that can travel to schools and communities in the burn scars to train workers in basic construction skills and safety.

- Two options to reduce construction costs that have potential are 1) building portions of housing offsite helps with reducing costs and time; and 2) adapting new technologies or materials for home building.

- Emergent 3D (Redding, CA) is partnering with CSU, Chico to purchase a 3-D printer that will allow for rapid and efficient on-site building of ecofriendly and fire-resistant homes and buildings. Emergent will provide curriculum and training development, partner with local housing development programs to provide in-the-field training.

Economic recovery is intricately linked to successfully rebuilding workforce housing, a crisis that existed before the wildfires and the pandemic.
Forestry

The fire season in Northern California is now nearly a year around concern. Millions of acres have burned in the region between 2018 and September, 2021 including the still active Dixie Fire which has consumed over 960,000 acres to date.

Employment for the Forestry industry is included in the Ag sector.

Challenges

- Temperatures are increasing, air quality is worsening, rain and snowfall are decreasing, drought conditions continue to worsen and are contributing to an increase in tree mortality, dry fuels, and in larger and more destructive wildfires.

- Reduced vegetation caused by drought and wildfires leads to hardened soils, greater risk of landslides, and more runoff in post-fire burn scar areas causing an increased risk of flooding.

- Aging infrastructure is a contributing factor to the wildfires as well as making the fires more difficult to fight, e.g., ineffective road networks, connectivity, ingress, and egress.

- The need for workers in the forest sector is documented and the region’s community colleges are working to promote career pathways and wage opportunities for occupations related to managing and maintaining public lands. Filling the jobs depends in part on the economy and the priorities of federal, state, and local government budgets. The COVID-19 pandemic had a large financial impact on national parks and public lands in 2020. Lockdowns and social distancing requirements reduced the number of visitors to parks and consequently reduced revenue for staffing and maintenance.

Opportunities and Market Demands

- The ingredients for a collaborative are in place with the unique Big Chico Creek Ecological Reserve managed by CSU Chico. Nearly 8,000 acres of preserve is an outdoor lab used by students and faculty to perform cutting-edge research, receive hands-on experience in regenerative agriculture, habitat restoration and stewardship, carbon sequestration and wildfire mitigation. The reserve could be a Wildlands Management Innovation Hub for Northern California creating the next generation of fire professionals, land managers and foresters with boots on the ground.

- The successful interagency and multi-jurisdictional coordination that evolved during the recent natural disasters can continue to strengthen the resiliency and safety of the region’s communities e.g.,
communications, response planning, early warning systems, evacuation routes, updated codes and improved code enforcement, encouragement for eco-conscious building materials and technology.

- New technology for using forest feedstock converted to renewable, clean zero-emission hydrogen is emerging as well as increased market demand for hydrogen as a clean fuel alternative. The work will reduce the risk of catastrophic wildfires by reducing the amount of biomass in the forests. Butte County Fire Safe Council is investigating innovative biomass-hydrogen processes with a goal to collaborate on creating a facility where the feedstock reduction would be processed as hydrogen and exported to key markets. The processes will require public-private partnership for the significant capital investment, siting, and permitting requirements.

- Firefighting is an extremely competitive field. Typically, a high school education has been sufficient. However, a requirement for an associate degree in fire science or fire technology is becoming more common for entry-level fire-fighting jobs. Adding paramedic training, technical rescue, or hazardous materials expertise will further improve job prospects.

- Other occupations important to maintaining a sustainable and resilient environment are fire prevention, management, restoration, conservation and environmental scientists, wildlife specialists, and expertise in geographic information system technology, remote sensing, and other software.
Health and Wellness

Healthcare is the tri-county region’s second largest employer, slightly behind government. This critical industry employs over 22,000 in a wide range of occupations, including doctors, nurses, skilled technicians, dieticians, and a host of mid-to lower-skilled jobs. Nationally, faster than average job growth is forecasted.

Challenges

- Feather River Hospital, a 101-bed acute care hospital in the Town of Paradise did not reopen after suffering extensive damage in the 2018 Camp Fire. The hospital was the leading employer in the Town and was forced to let go 1,000 part- and full-time employees. Some employees were offered positions with health care providers in other areas of the county but many of those employees also lost their homes and were forced to relocate.

- The COVID-19 pandemic places an enormous strain on the industry’s workers, infrastructure, and is exposing social inequities in healthcare. COVID-19 is also accelerating change and forcing public and private health systems to adapt and innovate quickly.

- There is a huge need in the region for an LVN-RN program. However, getting qualified faculty to train in these areas is also a major challenge due primarily to the fact that wages are lower for instructors than practitioners.

- Lack of physicians and other specialty providers is the region’s top health concern. The California Office of Statewide Health Planning and Development (OSPHD) designates portions of in each of the region’s three counties as having a shortage of professional healthcare providers, including primary care, dental, and mental health.³

- Residency programs are proven to be one of the best mechanisms to address physician shortages and other access to care issues. There are no psychiatry residency programs north of Sacramento and very few residency programs at all in the North State.

- Other factors straining the healthcare system are the aging population, increasing life expectancy, and lifestyle-related factors (exercise, diets, rising obesity levels) which are primarily responsible diseases such as heart disease, cancer, and diabetes.

³ https://data.hrsa.gov/tools/shortage-area/hpsa-find
It can be expected that hospitals are or will be under massive cost pressures attributable to COVID-19, e.g., unanticipated increase in operating expenses, personal protective equipment, ventilators, therapeutics, and revenue losses from deferred or cancelled surgical and diagnostic procedures.

Opportunities and Market Demands

- Assuming the pandemic is managed, and cases are reduced, deferred surgical and diagnostic procedures and an improving economy should begin to increase healthcare spending and services.
- Some foundational shifts that arose from COVID-19 may be continued by healthcare systems to address other industry challenges, e.g., normalization of virtual care, faster adoption of technologic innovations, more public private collaborations, more personalized and holistic care, greater attention given to underserved populations, change from acute care to prevention.
- Healthy Rural California (HRC) intends to build a state-of-the-art hub in the 3CORE region. The facility will include health provider education graduate medical education, and continuing medical education for nursing, home health, behavior health and other health professions. The center will be among the first in the nation to integrate simulated clinical education with immersive training in telehealth delivery.
- Several hospitals and medical centers in the region have expansion plans including new facilities and more specialized care centers.
- Workforce training, CSU Chico, and Butte Community College are collaborating on the design of a hub-n-spoke model creating a rural training center that can extend training with professional faculty through multiple venues to the rural areas.

“The healthcare industry should move along on its own given population growth and aging but we need to concentrate on place and workforce development to ensure there is a qualified labor force.”

Robert Eyler, PhD
Economic Forensics and Analytics
Hospitality and Tourism

The hospitality industry suffered a 4% decline in employment between 2015 and 2020. This is not surprising given the travel and other restrictions due to COVID. Unfortunately, many of the jobs lost were held by lower-skilled workers who were less able to weather the resulting economic challenges.

Challenges

- The visitor serving businesses are struggling to find staff or appropriate staff to serve customers.
- COVID has changed the way people travel. Instead of booking lodging far in advance, people are just going and booking hotels and restaurants upon arrival. Hotels and restaurants can be inundated with groups that they did not expect leaving them short-staffed. This ultimately leads to a reduced customer satisfaction and potential damage to their and the community’s brand.
- Multiple jurisdictions and landowners create maps for recreational activities or areas. Aside from #HikeButteCa there is not one master map or single source of mapping for recreation in the region with information about where to park, type of trail, etc. There could be potential for CSU Chico to work on a GIS project of trails and build something that partners can use to promote trail use and outdoor recreation.

Opportunities and Market Demands

- As the public returns to work security, double-income households and disposable income should increase making it possible for jobs in the hospitality and visitor industries (lodging, restaurants, visitor attractions and amenities, etc.) to recover and grow.
- Given the similarities of the recreational opportunities in the region, a collaborative regionwide visitor marketing group would serve to promote the region statewide and nationally more effectively. The Tehama County Film Commission was recently designated by the Board of Supervisors and recognized by the State of California. Film Commissions are an excellent partner for regional visitor marketing.
- A dedicated group of business owners in Willows and Glenn County are working to find ways to increase tourism and traffic through the city. A community recreational center located in the downtown area was identified as a priority need and one that would increase traffic in the downtown area, and complement existing specialty recreational assets (motorsports, etc.).
Willows has a unique opportunity to become a destination city given the wildlife, recreation, motorsports activities already underway; and it is a central location between Redding and Sacramento for major sporting events.

Wayfinding signage makes it easier for visitors to get around and find things e.g., downtowns, parking, park accesses, shopping districts, county gateways, trails, and other recreation venues. Countywide master plans for wayfinding signage and visitor attraction that involves each jurisdiction would go a long way to improve the visitor experience and expand the industry.

The City of Orland has been developing an identity as the Queen Bee Capital of North America and as a shopping and dining destination. In preparation for increased visitor traffic, the City of Orland’s façade improvement program has been used by many businesses for store-front improvements. The City completed a long-term streetscape plan for downtown that includes reconfiguring downtown parking, safety upgrades, and sculptures.

In conjunction with the Queen Bee Capital branding, is the establishment of the Honeybee Discovery Center. A building has been purchased and refurbished to serve as the center while construction of a new facility is planned. The Discovery Center will promote the importance of apiary to the region’s agriculture industry and serve to educate young and old on bee culture and preservation.

“If [schools] open up more completely and people see there’s more demand, you’ll see more shops open.”

Robert Eyler, PhD
Economic Forensics and Analytics
Manufacturing

The region’s manufacturing industry suffered a slight employment decline between 2015 and 2020—2 percent, which equates to about 160 jobs.

Employers in all manufacturing industries are looking for workers at all skill levels to support increased production demands.

Challenges

- There is shortage of workers to support business growth in part because of the tight and higher-cost housing market, subsidized unemployment benefits, and general competition with other industries.
- The ability to serve new and expanding businesses is hampered by the limited amount of ready-to-go, available property in the region.
- Parents prove to be the greatest barrier to children pursuing a career in manufacturing due to stigmas. Educating parents on the upward mobility of local manufacturing careers is necessary to change that.

Opportunities and Market Demands

- Alliances like growTECH and Grow Manufacturing bridge gaps between industry and education partners, help improve talent development and job placement, provide opportunities for job shadowing, work-based learning, and internships.
- Targeting the Spanish-speaking population through Spanish social media posts, mailers, and the chambers, organizations like growTECH and Grow Manufacturing could reach community members that might be unaware of manufacturing job opportunities.
- Rumiano Cheese constructed their new facility at the South Willows Light Industrial Park. The search is now on to site other manufacturers at the industrial park. Given Glenn County’s agricultural economy and proximity to I-5, co-packing, cold storage, food manufacturers would find this an ideal location.
- As part of the USDA RBDG, the City of Willows is looking to site secondary manufacturers for CalPlant’s MDF product at the industrial park.
- Tremendous opportunity exists along N. Humboldt and Interstate 5 in the City of Willows after the recent demolition of old, unusable structures. Many properties are available and mapping existing infrastructure is underway as part of a project funded by a USDA RBDG leading to a development plan and vision that can be used as an attraction/marketing tool.
- The Orland Airport Industrial Park, managed by Glenn County in collaboration with FAA, recently sited Amazon and Iron Tree Solutions. This has created new interest for further complementary businesses to locate at the park. Area will need road, water, and sewer infrastructure.

- Food processing and value-added manufacturing are an excellent match for the region’s agricultural industry.

- Glenn and Tehama Counties have opportunity to capitalize on their proximity to I-5 to more fully develop the transportation and logistics industry which would tie in with the region’s Opportunity Zone.

Rumiano Cheese constructed a new facility in the South Willows Light Industrial Park. The search is on to site other manufacturers at the industrial park that would find it an ideal location with proximity to I-5.
Small Business

Several regional entities, supported by chambers of commerce and local jurisdictions, provide direct business and technical assistance to existing and new businesses including:
- access to capital
- hiring assistance
- specialized training
- industry partnerships and networks
- business counseling and coaching

Challenges

- Businesses interested in locating or expanding in the region impacted by wildfires, have a hard time finding property to acquire. Some owners are hesitant to sell while waiting on the PG&E settlement, or because they are asking a price too high for the market.
- Funding for businesses impacted by COVID has been helpful, however Paradise has many more businesses looking for funding to reopen after the fire and they are not eligible for COVID funding because they were closed since November 2018.
- COVID-19 highlighted the extent small businesses need assistance, specifically underserved businesses that were not well established and able sustain shutdowns.

Opportunities and Market Demands

- Once the Paradise sewer project is completed, properties within the service area will have the potential for uses that were not available before—restaurants, coffee shops, bakeries, hair and nail salons, multi-family housing, etc.
- Nearly 6,000 local businesses in the region received over $502 million from the variety of state and federal COVID relief funds.
- Even with an accelerated effort to get the word out, many small businesses reported having difficulty finding where and how to access resources these funds. 3CORE coordinate with all service providers and established a Business Resource Liaison specifically to assist businesses navigate to resources and connect to counselors.
- Downtowns in the region are economic centers. With the loss of many small businesses (Figure 2), there are vacancies in downtowns available for new business startups as recovery begins.
- There is access to funding sources for downtown revitalization and improvements.

Figure 5. In Butte County there were 51% fewer businesses open in February 2021 than in February 2020; in Glenn County, 35% fewer; in Tehama County, 48% fewer; and in the State of California, 37% fewer. Source: www.tracktherecovery.org

COVID-19 recovery assistance included over $502 million provided to 5,956 businesses and nonprofits in the 3CORE EDA District.
Appendix D – Initiative Planning Maps

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
Initiative Planning Maps

To manage stakeholder input and identify key projects and programs, a mind mapping tool was used. The following pages highlight the depth of involvement, sharing of ideas, programs and projects that can be leveraged to build back better from the pandemic disruption as well as the multiple disasters faced in the region.

The maps were used to guide the three CEDS Initiatives – Foundational, Industry Sector and Transformative Initiatives.
CEDS FOUNDATIONAL INITIATIVES

3CORE CEDS Foundational Initiatives

- Workforce Development
  - Candidates
    - Short-Term Training
  - Talent Pipeline - Youth Career Paths
- Business Development
  - Small Business Support
  - Entrepreneurship
  - Existing Company Expansions
  - Capital Access
  - Supply Chain
- Business Space
  - Land & Buildings
  - Central Business Districts
- Policies & Resources
  - General Plan Updates
  - Climate Action Plans
  - Groundwater Sustainability Plans
  - State & Federal Resources

Workforce Development

- Candidates
  - Wrap Around Services Social Services Candidates
  - Reverse Referral Program
  - Job Share
  - Prison to Employment
  - Homeless & Jesus Center
- Short-Term Training
  - OJT
  - Temp Model
  - Work Experience
  - Reskilling & Upskilling
  - Skills Development
- Talent Pipeline - Youth Career Paths
  - Outreach
  - Construction
  - Manufacturing
  - Health Care
  - Education
CEDS INDUSTRY SECTOR INITIATIVES

3CORE CEDS Industry Sector Initiatives

- Agriculture & Forest Products
  - CSU Farm
  - CSU Dairy
  - Study
  - BioMass - Ag Waste
  - North State Hulling
  - Biochar
  - Regenerative Ag
  - Watch Farm Bill, Rep Harder
  - Ag Training & Research
  - ChicoStart
  - copacking
  - meat processing
  - Cold Storage
  - Air Quality
  - Groundwater Sustainability Plans
  - Assist with Drought related impacts
  - Value-add Processing
  - Glenn GP ED Element Update
  - Workforce
  - RCRC

- Construction

- Health & Wellness

- Manufacturing

- Hospitality, Recreation & Tourism
Health & Wellness

Food Security
- Healthy Food Access
- Food Deserts
- Cal. Treasurer CHFFIC
- Mobil Farmer's Markets

Technicians
- Rural Nursing Training Concept
- Psychiatric Residency
- Industry Sector Partnership

Workforce
- Health & Education Technology Center
- High School-College Connection Program Pathway to LYN/RN

Hospital Expansions
- Adventist
- Enloe
- Oroville

Health Assessments
- Youth ACES
- Youth Resilience Initiative

Thrive
- Youth
- Youth Leadership

Partnership Health Plan of California
- Blue Zones
- Everybody Healthy Body
Education, Training & Talent Development Pipeline

Expansions
- CSU Chico
  - Butte
  - Shasta

Engagement

Business-Education Partnerships

Training

Upskilling Academy
- AB 1106
  - Industry Driven

College of Communication & Education
- Residency

Rural Nursing Center
Appendix E – Stakeholder Profiles

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
These stakeholders provided information about their organizations’ focus, priorities, opportunities and challenges. Each is profiled on the following pages.

3CORE, Inc
Alliance for Workforce Development, Inc.
Berry Creek Rancheria of Maidu Indians
Butte College - Economic & Workforce Development & The Training Place
Butte College - Small Business Development Center (SBDC)
Butte County Fire Safe Council (BCFSC)
Butte County Local Food Network
California State University, Chico - College of Communication and Education
California State University, Chico - Ecological Reserves
Camp Fire Collaborative Housing Committee
Chico Chamber of Commerce
City of Chico
City of Orland
City of Oroville
City of Willows
Chicostart
Community Housing Improvement Program (CHIP)
County of Butte
County of Glenn - Planning & Community Development Services Agency

County of Tehama
EveryBody, Healthy Body
Explore Butte County
Glenn County Health and Human Services and Community Action
Grow Manufacturing Initiative, A NoRTEC Industry Sector Partnership
Healthy Rural California, Inc.
Job Training Center
Mechoopda Indian Tribe of Chico Rancheria
North Central Counties Consortium
North Far North Regional Consortia, Butte College
Northern Rural Training & Employment Consortium (NoRTEC)
North State Planning and Development Collective – CSU, Chico
North Valley Community Foundation (NVCF)
Paradise Ridge Chamber of Commerce
Rural County Representatives of California (RCRC)
Shasta College
Tri Counties Community Action Partnership
Town of Paradise
Valley Contractors Exchange


3CORE, Inc

**FOCUS:** Supporting small businesses and economic development in Butte, Glenn and Tehama Counties and managing the three county economic development district.

**WEB:** 3coreedc.org

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## Priority Projects

### Business Resource Liaison/Navigator

A new program set up during COVID-19 to help small businesses access resources. Provides a one-stop portal where they get assistance – ombudsman/concierge – then be directed to the right entity for the services needed. Although there is marketing going on by various entities, the lesson learned was the small businesses, most vulnerable, still do not know where to turn for resources or what resources may be available to them.

**PARTNERS INVOLVED:** Tri Counties Bank, Rural Local Initiative Support Corporation (LISC). Program. Collaborate with Small Business Development Center. Manager Luis Moreno is charged with leading this effort.

### Assisting Business Access Capital

This has been a core service since the inception of the Corporation. Lending is usually for business with <20 employees. 3CORE increased services by setting up a Response Team to COVID-19 for small business lending in Butte, Glenn and Tehama counties during the pandemic. Continue to structure tailored loan products to bridge financing needs before, during and after interruptions, such as wildfires, the COVID-19 pandemic and PSPS. Manage a $5.5M loan portfolio.

**PARTNERS INVOLVED:** 3CORE partners with local bankers to provide two-way referrals for financing products either from banks or from 3CORE as the local CDFI. Funding supported through EDA and North Valley Community Foundation.

### District Program

Supporting activities outlined in the Comprehensive Economic Development Strategic Plan. Assisting communities with infrastructure and economic development projects and feasibility studies. This includes regional relationship building and collaboration beyond District borders, such as, advocating for Coin Tax Credit Program.

**PARTNERS INVOLVED:** Membership in the California Stewardship Network, California Finance Consortium, partnership with the North State Planning and Development Collective and multiple other regional economic development and business support organizations.
North State Forestry Workforce Project

This North State Forestry Workforce Project will support a systems approach to the development of relevant career pathways related to sustainable forest management and wildfire mitigation and raise the visibility of those opportunities in order to expand the pipeline of workers entering the field.

PARTNERS INVOLVED: Monterey Bay Economic Partnership, Sierra Business Council, Tahoe Prosperity Center, Redwood Coast Rural Action

Challenges

1. **Capacity**
   Capacity to handle diverse recovery programs and fund execution.

2. **Complex Regional Initiatives**
   Participating in complex regional initiatives that benefit the Butte, Glenn, Tehama Region. Identify and enable champions to move initiatives forward.

3. **Multi-Sector Partnerships**
   Capability to coordinate multi-sector partnerships (water, fires, disasters, recovery, prevention, economic dislocation, pandemics, climate change).

Opportunities

1. **New Collaborations**
   Creating three-dimensional relationship with partners in the age of Zoom.

2. **Hub & Spoke Model**
   Establishing a hub & spoke business assistance network that creates jobs and nurtures business development and expansion.

3. **Leverage State & Federal Resources**
   Encouraging delivery of state and federal assistance programs through local agencies and networks.
Priority Projects

**GMI-Grow Manufacturing**
Initiative to bring area manufacturers together to share best practices, identify sector needs, create strategies to address needs on a larger scale that support industry growth in the northstate.

**PARTNERS INVOLVED:** NoRTEC, Butte College, CSUC, Industry

**Construction Trades**
Providing candidate referral, training expense coverage and OJT placements in conjunction with a series of construction certificates, bootcamps and industry recognized training programs.

**PARTNERS INVOLVED:** Butte College, BCOE, VCE, Industry, Utilities, Housing Authority, CHIP, Habitat for Humanity, Local Government

**Prison to Employment**
Special funding for job placement, training, and supportive services for those connected to the justice system.

**PARTNERS INVOLVED:** Probation, Parole, Butte College, BCOE, MCRP

**Dept. of Juvenile Justice Realignment**
State requirement that counties provide education and employment services at the local level for all juvenile offenders (14-26 yr olds) towards corrections and rehabilitation.

**PARTNERS INVOLVED:** Probation, Butte County, BCOE, Butte College

Challenges

1. **Funding**
   Decrease in allocations for Adult and Youth programs, which doesn’t accurately reflect the current increased post-covid workforce needs.

2. **Workforce**
   Limited workforce to meet the demands of business.
3. **Supportive Services**

Clientele are requiring more support than just employment; housing instability, transportation, mental health, and childcare to be successful.

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## Opportunities

1. **Employed Worker Training Opportunities**

Supporting existing employees with opportunities to advance and develop within to create more stability and long-term progression for both the employee and worksite through Employed Worker Training and partnership with Butte/ETP Funds.

2. **Inclusive Workplace and Company Culture**

Assisting employers to assess and respond to employee needs, access untapped talent and broaden workforce. This incorporates an underutilized workforce of P2E, younger population and homeless. Promoting untapped labor pools, added incentives, WOTC, Homeless Hiring Incentive.

3. **Sustainable Wages**

Leveraging funding resources available (especially post COVID/Business grants, OJT’s) to increase wages that align with self-sufficiency levels and are sustainable.

4. **Vocational Training Post High School**

Highlighting voc ed certificate programs as a valuable and recognized resource to those unsure of career goals or readiness for college. Signing Day model – where students are committing to career tech ed rather then a degree program.

5. **Healthcare (CNA) for High School Students**

Considering a way to utilize college connection programs to train high school students to become CNA’s. They can work as a CNA during and after high school while pursuing a career path (LVN or RN) filling entry level, hard to fill position in the meantime.
Berry Creek Rancheria of Maidu Indians

FOCUS: Community development and culture preservation.
WEB: berrycreekmaiduindians.org

Priority Projects

Strategic Plan
Berry Creek will be seeking resources to engage in strategic planning for their community development and culture preservation.

Wellness Center
Berry Creek is actively pursuing a wellness center for their tribal members. This will include emotional, mental and any other forms of wellness needed to ensure a positive quality of life.

Challenges

1. Strategic Development
Analysis of community development and economic prosperity.

2. Housing
Pursue resources to address the lack of available and affordable housing.

3. Wellness
Support members' wellness, promoting a healthy positive life.

Opportunities

1. Land
Land available for tribal development and housing.

2. Repatriation
Drought and wildfires have exposed cultural artifacts.

3. Forestry
Skilled certified workforce for cultural monitoring and forest preservation.
FOCUS: Delivering workforce training to assist employers in upskilling existing employees, educating/training job seekers for new and needed careers in regional growth sectors.

WEB: www.butte.edu/thetrainingplace/

Priority Projects

Utilities Line Clearance Arborists

There is a shortage of workers to establish and maintain power line clearance. EWD piloted training program with multiple stakeholders. With PG&E seed funding, accelerating training and certifying workers for over 3,000 jobs in California (450 Butte area). 200 hour training. Wages $35/hr minimum.


Rural Nursing Training Center

There is an enormous need in the rural rim for an LVN-RN program. There is also a major challenge in getting qualified faculty to train in these areas. Working with workforce, CSU, Butte College is leading design of a hub-n-spoke model creating a rural training center that can extend training with professional faculty through multiple venues to the rural areas.

PARTNERS INVOLVED: AFWD, Hospitals, CSU, Chico, Butte College

Construction

Working with industry and the need for construction-trade workers (especially for the Paradise rebuilding efforts), designing and launching 6-week basic, for-credit, construction curriculum. Collaborating with AFWD to extend the training by working with employers whereby the candidates have opportunity to participate in further on-the-job (OJT) training where the OJT is happening directly with the employer.

PARTNERS INVOLVED: AFWD, Chico Builders Association, Valley Contractor’s Exchange, Butte County Probation
ETP Collaborative, Rapid Re-Employment Response Team

As authorized by AB 1106, this pilot project will support the upskilling of regional workforce to meet the demand for jobs in essential industry sectors and emerging and dominant industry sectors, post COVID-19. Butte College to launch and manage directly with business and industry.

PARTNERS INVOLVED: Workforce Development, Industry Sectors, Businesses

Challenges

1. On-going funding and staffing (length of recruitment and hiring process at Butte College)
2. Data Collection and analysis – tools
3. Lack of collaboration across college programs – Regional Consortia, Regional Directors.

Opportunities

1. Expansion of ETP funding to serves all businesses in Butte and Glenn Counties
2. Workforce recruitment and retention needs
3. Job opportunities can drive training needs
Butte College Small Business Development Center (SBDC)

**FOCUS:** Provide Technical Assistance in Butte, Glenn, and Tehama Counties, through one-on-one Business Consulting, Trainings, Referrals, & Information Dissemination, to Business Owners and Potential Entrepreneurs, in all areas of business start-up, development, management, growth, expansion, and access to capital.

**WEB:** www.buttecollegesbdc.com

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**Priority Projects**

**Focus on Underserved And Inclusivity**

The near-term emphasis will focus on financial management of business, more intensive handholding services on personal and business side, help improve credit score for better access to capital, and work through every aspect of business development, stabilization, management, capitalization and future growth. Target underserved rural areas including Hmong, Asian, Hispanic, Black, low income population pockets. SBDC has outreach consultants working in all three counties to identify underserved and business needs (personal calls, business walks with community partners, social media (i.e., Facebook, LinkedIn, Instagram) and unscheduled business walks by Outreach Specialists, hosting webinars, such as Digital Boot Camps & Festivals, presentations to targeted groups, and referrals.

**MicroBusiness TA**

With 3CORE will manage the Technical Assistance program for the Butte County Micro-Enterprise Assistance Loan Program, CDBG funding. Provide services to businesses in Butte County with five or fewer employees. The program has two components, Financial Assistance in the form of forgivable loans and Technical Assistance for revenue enhancement, social media strategies, and web design enhancements.

Butte College SBDC also partnering with City of Chico, similarly working with micro-enterprise businesses within city limits and income groups.
Access Capital

Working with businesses to help them access both traditional and non-traditional sources of capital, including partnership with 3CORE, and other financial institutions. Working with businesses that were unable to access grant funding and loans due to the pandemic to provide assistance to become better prepared to access capital. Also assisting businesses to implement grant funding (i.e., PPP) to ensure forgiveness, business and job retention, and pivoting their business models to meet customer expectations and economic change. Additionally, helping businesses to avoid reliance on ongoing grant funding but, rather, preparing their businesses better for sustainability and growth. Working with partners to identify new non-traditional funding sources.

Promote Local, Shop Local

Businesses need customers to return to their stores, online or in-person. Businesses are challenged in getting workers and customers. Align technical assistance alongside a campaign to the public to shop local, promote individual businesses, shopping districts, create something similar to Small Business Week or campaigns prepared by Ad Council. Market local community eMarketplaces. Build new alliances and support from private entities such as banks and Amazon.

Challenges

1. Business Recovery

The pandemic highlighted the extreme extent small businesses needed assistance, specifically underserved businesses that were not well established to sustain themselves, or businesses that did not have the acumen/good business practices in place. Increased “hand-holding” services are available to get businesses back on track but, convincing these businesses to continue accessing available services for their businesses continues to be a challenge.

2. New & Established Businesses after Pandemic Critical Dates

Newer businesses after the 2019 established date have not had the advantage of accessing various capital available for pandemic-impacted businesses. Assisting these businesses to access capital at a low interest rate, to recover from the pandemic, is extremely important but a major challenge.

3. World without Grants

Grants have been needed resources to help businesses recover from the pandemic and retain jobs. However, businesses must continue to engage in good business practices, and implement better business models with better financial and management knowledge to sustain and grow their businesses.
# Opportunities

1. **New Business Development**  
   Assist business owners and new entrepreneurs to start, develop, manage and grow their businesses successfully.

2. **Business Purchases/Sale**  
   Assist business owners and entrepreneurs with purchasing and selling their businesses, using accurate business valuation methods and practices to ensure success, and accessing funding, leading to retention of businesses and employees.

3. **Business Expansion**  
   Assist business owners to expand and grow their businesses with effective, good/directed business planning practices, and to overcome their fear of growth.
Butte County Fire Safe Council (BCFSC)

**FOCUS:** Provide safety to communities in Butte County through wildfire hazard education, mitigation and wildfire recovery.

**WEB:** buttefiresafe.net

### Priority Projects

<table>
<thead>
<tr>
<th>Fuels Reduction and Forest Restoration Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCFSC core service is to protect lives and property, increase firefighter safety and effectiveness by reducing forest fuels and fire intensity as fire transitions from wildland into the populated areas.</td>
</tr>
<tr>
<td><strong>PARTNERS INVOLVED:</strong> BCFSC contracts with CalFire and other organizations to remove dead and dying materials from the public and private land. BCFSC is a key partner in the Butte County Community Wildfire Protection Plan (CWPP).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investigate and Invest in New Biomass Technology to Convert Dead &amp; Drying Materials to Value-Added Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>The problem of wildfires has been escalating throughout the Western United States and is extraordinarily complex. It has been clearly demonstrated that the intensity and severity of wildfires is best mitigated by the reduction of materials that fuel wildfires. In the past forest slash and other “harvested forest materials” was taken to biomass-energy plants which are limited and not cost effective in today’s market.</td>
</tr>
<tr>
<td>New technology for using forest slash (feedstock) converted to renewable, clean zero-emission hydrogen is emerging as well as increased market demand for hydrogen as a clean fuel alternative. BCFSC is investigating three companies with innovative biomass-hydrogen processes with a goal to collaborate and create a facility where the feedstock reduction would be processed as hydrogen and exported to key markets.</td>
</tr>
</tbody>
</table>
Challenges

1. Proven Technology
   The three potential processes have not been built in the US to date. BCFSC is in discussions with Lawrence Livermore National Labs on the feasibility of the technology. One company is planning on building the first plant in Southern California.

2. Financing and Permitting
   The projects process will require significant capital investment as well as siting and permitting requirements which will require public-private partnership in development.

Opportunities

1. Accelerate Reduction of Fuels
   With a close-in facility to take the feedstock, fuel reduction could be accelerated.

2. Financial Effectiveness
   Partnering as the feedstock provider and key advocate for the region, there could be financial feasibility to help maintain clearings and fuel reduction efforts for the vast amount of lands that need to be cleared.
Butte County Local Food Network

FOCUS: Local food system, food/ag
WEB: bclocalfood.org

## Priority Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Partners Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Farmers Marketmobile</strong></td>
<td>Provide locally grown, clean food to people in the food deserts of Butte County and beyond (if needed or desired).</td>
<td>Chico Certified Farmers Market, Magalia Community Park/Center, North Valley Community Foundation</td>
</tr>
<tr>
<td><strong>Community Gardens and Garden BLITZs</strong></td>
<td>We have a demonstration Urban Food Forest and Composting Center and work with the other community gardens to coordinate and support each other to engage, support and serve people who want to learn how to grow food and who need food. Garden BLITZs install gardens in people’s back yards.</td>
<td>From the Ground UP Farms, Inc., Butte Environmental Council, African American Cultural Center, Paradise Green Garden, Camp Fire Restoration Project, Chico Natural Foods, Paradise Community Guilds</td>
</tr>
<tr>
<td><strong>Local Food Assessment and Food Security Working Group</strong></td>
<td>At this time, we are writing a Local Food Assessment to have a snapshot of the food system in Butte County with the intent to inform all the groups in our county about our strengths, challenges and opportunities currently. This can then allow us to better plan how to create a 10 year vision for food security for our county and find ways to work together to see them that vision become a reality.</td>
<td>Butte County Office of Education, Health Department, Center For Healthy Communities, North Valley Community Foundation, Supervisor Debra Lucero, Adventist Health, Food Bank, various food distribution centers, and more.</td>
</tr>
</tbody>
</table>
Challenges

1. Funding/Resources
   As it’s a challenge for the organization, it’s a challenge for those we serve. Aside from our Marketmobile program, we are an all-volunteer organization. It is difficult to run ongoing programs with a limited pool of available volunteers that are able or want to take key positions to make the organization run well. This impacts our ability to do the work that needs to get done. Either that, or we simply need more full-time volunteers.

2. Population in Crisis
   How do we continue to function as a community in consistent crisis? Due to PTSD, we are losing our capacity to differ in our opinions without hating each other or tending toward violent behavior to our neighbors and community. It is our belief that food can bring us together more as there are no politics involved.

3. Lack of Community and Decision Maker Understanding of the Food System
   Our country does not know what it’s like to be hungry as its only experience in the last 40 years has been an abundance of whatever low-quality food we want, whenever we want it, regardless of the unintended consequences. People do not understand the fragility of the global, “just in time,” food system and how our entitled expectations have destroyed our health, the environment and the planet. COVID has exposed much of it but we are headed for many more challenges as the food system changes and readjusts with global supply chain reorganization, changes in the world economy and rapidly changing climate conditions that are impacting our current crops.

Opportunities

1. Strong Stakeholder Community
   We are blessed to have a strong group of organizations, institutions, agencies, businesses, and individuals that want to make positive change to create healthy, long term food security and sovereignty. We are also blessed that our community has an incredibly creative collective brain trust and talent base for what it will take to get there. There is a strong desire to connect, collaborate and organize to work together, we just need the resourced structure to do it.

2. Year-round Agriculture
   If we are able to come up with a plan, our area has the capacity to feed ourselves. It will take a strong common will and many changes, but we have the potential for ultimate food security unlike other areas with colder climates.
3. Building a Healthier Community for All

Working together to create a stronger local food system bypasses all the cultural boundaries we experience in the U.S. As we come together to create a community that grows food together, political, religious, lifestyle and all differences fall by the wayside. Along the way we find ourselves physically and spiritually healthier as those who seemed so “other” become friends instead of feared strangers. We have already seen this happen with our programs and projects. While this aspect of the work is not easily captured in datasets, its value is priceless. Plus it’s fun and it tastes good.
Priority Projects

**Teacher Residency Programs**

The Chico State School of Education is using a variety of levers to respond to the escalating teacher shortage. One of the most successful strategies is our Teacher Residency Programs. These programs, modeled after medical residencies, place a credential candidate in one of our high-need, rural schools where they serve as a “co-teacher,” involved in every aspect of the teaching enterprise – from planning curricula, delivering instruction, assessing student learning, engaging in outreach with parents and stakeholders – for an entire year. Credential candidates in these grant-funded residency programs are paid a living wage. Superintendents who have had the opportunity to work with our residents are eager to hire them because they are well-prepared, understand the rural school context, and are invested in their students’ success. To learn more about one of our successful residency programs, please visit [https://www.csuchico.edu/soe/class/index.shtml](https://www.csuchico.edu/soe/class/index.shtml).

**Natural Resource Management**

The Department of Recreation, Hospitality, and Parks Management prepares students to be skilled and experienced natural resource managers. Dr. Emilyn Sheffield (esheffield@csuchico.edu) has developed a robust pipeline with our partners in natural and state parks and the USFS and works closely with Eli Goodsell at the Big Chico Creek Ecological Reserve. Her colleague, Dr. Jesse Engebretson (engebretson@csuchico.edu), is the newest addition to the Parks Management team and is deeply invested in recruiting more students to the program to be prepared to be stewards of our valuable natural resources.

**Mobile Maker Spaces to Introduce Vocational Opportunities to Youth**

The School of Education faculty are working to prepare teachers who adopt project-based inquiry, particularly in the sciences. This approach puts the student at the center and assumes that students are scientists. It asks students, in the very early grades, to ask questions about the world around them, to pose their own hypothesis, to collect data, analyze data, and draw conclusions. Indeed, our TRIAD program has developed and published free learning modules for teachers who are interested in forwarding this approach and have shared the curriculum modules with teachers across our region.
The SOE might be able to help young children see themselves in science-based trades and vocations. Specifically, in partnership with local business leaders, the SOE may support “Maker Mobiles” where a van, a truck, or even an old school bus could be outfitted with hands-on learning opportunities to introduce students to the science of electricity, water, physics, heat, or other ideas that are the foundation of careers in electrical, plumbing, construction, fabrication or agricultural mechanics. One of the hallmarks of our teacher preparation programs is our interest in serving our colleagues across the vast North State. Toward that end, we have recently purchased an RV, outfitted it with assistive learning technology, and will be taking it on the road to share how to use cutting-edge learning technology with our public school partners, particularly for students with learning disabilities. Our new Mobile Classroom harkens back to the old book mobiles that went to students in far flung locations rather than making students come to libraries, but brings cutting-edge technology to schools that would otherwise not have access.

### Challenges

1. Better narrate the value of a college education for all students in our rural region.
2. Elevate the teaching profession as a meaningful career.
3. Prepare students to be ethical, effective and engaged leaders in an increasingly complex world.

### Opportunities

1. Diversify and strengthen the teacher pipeline for our rural schools.
2. Prepare and develop the next generation of natural resource managers.
3. Partner with industry and school district partners to generate new strategies to engage children.
California State University, Chico
Ecological Reserves

FOCUS: Preserve and steward critical habitat and provide a natural area for environmental research and education.

WEB: www.csuchico.edu/bccer/ and www.csuchico.edu/bcep/

Priority Projects

**Forest Management Projects**
From environmental compliance surveys for forest health projects to completion of fuels management for fire mitigation and prescribed fire implementation. 500+ acres surveyed/treated annually.

PARTNERS INVOLVED: Butte County Fire Safe Council, Butte County RCD, CAL FIRE Butte Unit, Paradise Recreation and Parks District, BLM, US Forest Service, City of Chico, Firestorm

**Forest Management Ecological Enhancement Planning**
Assist in developing planning documents for wildlands and greenspaces. Includes providing ecological monitoring of contract crews conducting work on public and private lands throughout the region.

PARTNERS INVOLVED: Town of Paradise, City of Chico, Butte County RCD, Butte County, Concow Community Association, Forest Ranch Community Association, private land owners

**Ecological Research and Academic Support**
Manage 8,000+ acres within Butte County while providing and supporting access to research and learning around land management practices and ecological restoration projects.

PARTNERS INVOLVED: CSU, Chico, Institutions of higher education throughout CA.

**Community Engagement and Education**
1,300+ K-12 student visits a year, 8,000+ public visits per year, community workshops, outdoor classroom activities, Forest Therapy certification program for wellness post Camp Fire, etc.

PARTNERS INVOLVED: Outdoor Education for All, Butte County Office of Education, CSU, Chico, Butte County RCD, Paradise Recreation and Parks District
Challenges

1. Bandwidth seeking, applying for, and reporting on grants to fund priorities and initiatives.

2. Undeveloped career pathways and marketing for future forest stewardship and fire mitigation jobs.

3. Lack of local contractors/workers to complete projects. Contracts are awarded to outside contractors.

Opportunities

1. Long term funding allocated for forest health and fire mitigation projects and research.

2. Funding to bring together innovators around forest management in the region and to fund collaborative solutions.

3. Well paying jobs doing good work in the woods for forest health and wildfire mitigation.
Camp Fire Collaborative Housing Committee

**FOCUS:** Acceleration of housing development/building recovery from Camp Fire. Bring together nonprofit and market-driven housing professionals, local, state and federal-level public officials, and interested individuals.

**WEB:** www.campfire-collaborative.org

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### Priority Projects

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<thead>
<tr>
<th>Hub</th>
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<tbody>
<tr>
<td>Information Hub</td>
<td>Share/provide forum for accurate and up-to-date information to support member organization’s individual and collective work in housing. The Committee will create opportunities for member organizations to bring their best ideas forward, to discuss and test these ideas, and to connect with each other to ultimately implement them. The committee will elevate key issues and empower member organizations to utilize their networks to advocate for these issues.</td>
</tr>
<tr>
<td>Networking Hub</td>
<td></td>
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<tr>
<td>Idea Incubator</td>
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<tr>
<td>Advocacy</td>
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**PARTNERS INVOLVED:** CHIP, Habitat for Humanity, Town of Paradise, County of Butte, CalOES, FEMA, RCAC, Realtors, Construction companies, Valley Contractors Association, Chico Builders Association, Congressmember LaMalfa, Assembly member Gallagher, Senator Nielsen, Rebuild Paradise Foundation, Paradise Guilds, Volunteer construction groups, North Valley Catholic Social Services, Disaster Service Workers

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### Challenges

1. **Cost / Complexity to Rebuild**
   - The cost and complexity to rebuild on Camp Fire burn lots is beyond the financial means and knowledge of survivors.

2. **“Pillars of Obstruction”**
   - Insurance, no sewer, lot size variation, potential new fire-zone building restrictions, money – PG&E settlement/grants/award restrictions, no large land owners—all small individually owned, few options for renters – cost to build means high rents. Lack of workforce to build. Lack of housing for volunteers who come to donate labor to build.
Opportunities

1. **Lower the Cost to Build**
   Manufactured homes, factory built homes. Relief on codes, delays, requirements. Assurance of ability to insure. Subsidize costs without making projects more complex and expensive through paperwork and labor requirements.

2. **Workforce Development**
   Market the opportunity of construction careers, train basics, train specific. Provide support to encourage success for new workers and for construction companies. Understand the unique needs of construction companies. Will require active recruiting, similar to how the military recruits.

3. **Infrastructure**
   Getting the sewers in, undergrounding of utilities done.
### Priority Projects

| **Labor Retention & Recruitment** | Businesses are challenged in retaining and recruiting labor due to the lack of housing, public safety, declining conditions and safety in the parks and the negative narrative on social and main stream media.  
PARTNERS INVOLVED: City of Chico, Team Chico, Members, Chamber membership |
| **Advocacy** | Advocating on behalf of the business community in the area of regulations, and legislative actions.  
PARTNERS INVOLVED: Chamber membership |
| **Support** | Continue to support business community by providing relevant and timely information to assist them in being successful in areas of; finance, human resources, legal, and marketing.  
PARTNERS INVOLVED: various |

### Challenges

1. **Labor**  
   Lack of workers due to lack of housing and willingness to work and negative narrative.

2. **Public Safety/ Employees/Clients/ Customers**  
   Impacts of people who are homeless.

3. **Clean & Safe Parks**  
   Years of neglect and transient camping and have caused the degradation of Bidwell Park – the crown jewel of Chico.
## Opportunities

1. **Labor**
   - Flip the narrative!

2. **Public Safety**

3. **Clean & Safe Parks**
   - Partner with organizations already doing the work by supporting them by promotion and providing opportunities for volunteer activities.
Priority Projects

**Broadband Expansion**

Goal of 100mbps up and down throughout the City of Chico at a cost that is affordable for local community and allows for increased opportunities for additional service providers. This benefits existing business, new business, labor force, education, and general community.

**PARTNERS INVOLVED:** City of Chico, existing providers (ATT&T + Comcast), any other potential service providers, business community, and residents

**Infrastructure to Serve Business**

Infrastructure improvements throughout the City to serve business expansion and attraction. Including, improvements to key transportation corridors, transportation systems (i.e. Intelligent Transportation System) and commercial air service at the Chico Municipal Airport.

**PARTNERS INVOLVED:** City of Chico, and business community

**Creation of Hub for Ag-Technology**

Evaluation of opportunities of creating new or expanding existing ag technology businesses in the region to support the strong local agriculture industry. Given challenges such as the drought, and opportunities such as the increased demand for organic and sustainably farmed products, there may be opportunities to partner with key education and entrepreneurial organizations to develop the area as a hub for ag-technology.

**PARTNERS INVOLVED:** City of Chico, Chico State University, GrowTech, regional ag businesses, regional economic development partners
Challenges

1. Labor
   The labor challenge has three sides. First, the actual shortage of available labor for many low-skill, entry level jobs. Second is the lack of certain highly skilled labor in industries such as computer science and technology. Last, the difficulty local businesses are having in recruiting qualified talent to the area due to the fact that the household requires the ability to find two high-level professional positions.

2. Housing
   The Camp Fire eliminated approx. 14% of the County’s housing stock. The reality is that many of the displaced individuals have made their home in Chico. This puts an additional strain on the already low availability of housing within the City limits. This has led to a lack of availability units, primarily at the low to mid price range. This impacts the City’s ability to keep business and/or bring new business to the area.

3. Available Ready-to-Go Property
   The City’s ability to assist businesses to expand and/or to bring new business to the area is constrained by our inability to quickly respond with information on ready-to-go available property. This constraint is related to both information as well as available land and necessary infrastructure/utilities.

Opportunities

1. Remote Workers
   During COVID-19 many realized their ability to work remotely. As the City works to increase the amount of skilled labor in our area, the opportunity exists to bring individuals to our area to work remotely which will allow them a higher quality of life, and provide a future link to employment opportunities within Chico.

2. Disaster Recovery
   Between the Camp Fire and COVID-19, there are opportunities for funding that were not previously available. These funding sources can aid in support for housing, infrastructure, and economic recovery.

3. Industry Sector Support through connection with Education
   The City of Chico is fortunate to have partners at both Chico State University and Butte College. As the community evaluates opportunities to assist certain industry sectors, there are opportunities to connect with education and entrepreneurial programs that can help foster unique industry sector growth and development.
City of Orland

FOCUS: Municipal Services
WEB: cityoforland.com

Priority Projects

Expanding water utility capacity

Orland has seen post Camp Fire growth and anticipates continued growth. Close monitoring of water and sewer facilities to serve the community has been a focus. A major project to replace sewer lines to the treatment facility southeast of Orland has been completed. This was a critical infrastructure update, not only to serve residents, but to insure capacity for new housing units under construction. This is a continuing project with another well to be drilled and continued expansion as the city grows.

PARTNERS INVOLVED: SRF, USDA

Construction of Streetscape Project downtown/SR32

The city has been developing an identity as the Queen Bee Capital of North America and also as a shopping and dining destination. A specific, long term streetscapes plan to update the downtown area to make it more welcoming and reinforce the identity of the city has been completed and the project has been a slow-moving goal. Reconfiguration of downtown parking, safety upgrades and sculptures are part of the plan. The City of Orland also has a façade improvement program that many businesses have utilized for store-front improvements.

PARTNERS INVOLVED: CalTrans, sort of

Design & construct public safety facility (police + fire)

Visible and adequate public safety capacity is one of the best economic development attraction tools for a municipality. The City has purchased land for a new public safety facility that will house both city fire and police departments. Currently the police department shares space in city hall and it is not adequate for their fully-staffed department to function. The land purchased is located near the existing fire department. A training facility will be included to meet ever-increasing certification and training requirements.

In addition, the city recently hired it's first paid fire chief to govern an active volunteer force. The department just had their insurance rating improved from 4 to 3, reducing insurance costs for local businesses and indicating superior access to fire suppression facilities, water, equipment and personnel.
**Honeybee Discovery Center – finish design, produce construction docs, fundraise.**

In conjunction with the Queen Bee Capital branding, the establishment of the Honeybee Discovery Center has come to fruition after many years of planning. The committee has purchased the Farm Bureau Building and refurbished it to serve as the center while construction of a new center moves forward. Given the number of apiculturists and the importance to our agricultural economy, Orland has welcomed and supported this effort that will serve to educate youth and adults alike on bee culture and preservation. A feasibility study for the new center is nearly complete.

**PARTNERS INVOLVED:** North Valley Community Foundation, Honeybee Discovery Center Board

**City Expansion**

The city wishes to annex and complete development on the west side of I-5 and infrastructure development needs to cross under the freeway. Need a full feasibility/cost study to move this expansion forward.

As part of taking advantage of I-5 exposure, city is interested in a large freeway multi-tenant sign promoting services at the two interchanges as an alternative to continued proliferation of lollipop signs along the freeway. This type of signage if desired by many businesses locating on I-5.

**PARTNER:** CalTrans

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**Challenges**

1. **Adequate Budget**
   
   City revenue is needed for operations and staff costs. There are no extra funds for projects and priorities.

2. **Low Median Income**
   
   Low paying jobs limit housing opportunities and tax base. Neighborhood Scout lists per capita income in Orland at $17,858, about half of the USA level of $34,103. About 25% of the residents are below the poverty level.

3. **City Expansion**
   
   State constraints on I-5 development. A feasibility study and cost estimate study would move this project forward.

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**Opportunities**

1. **Tourism & Travel**
   
   I-5 presence with fuel and food services has enhanced sales tax income (this points to I-5 as an obvious area of opportunity).
2. **Boutique/Specialty Retail**

   Good boutique shopping and restaurants have drawn visitors into the city, especially on the first weekend of the month when the pop up shops are open for business.

3. **Quality of Life**

   Fabulous parks, strong recreation programs and community pride contribute to positive mindset and a strong, cohesive community.
City of Oroville

FOCUS: City of Oroville economic strength
WEB: cityoforoville.org

Priority Projects

Retail
Downtown
Infrastructure and Building Modernization

With new housing investment (a city’s priority) happening at a quicker pace (demand from Camp & North Complex fires) there is new demand for retail. Opportunity to catalyze targeted government investment in infrastructure, streetscape, sidewalk repairs, and building renovations and modernizing in downtown and also address underserved areas – Thermalito, North and South Oroville, areas of food deserts.

PARTNERS INVOLVED: ODBA, BID, City, federal and state infrastructure and business loans and grants.

Broadband Completion

Oroville, working with other agencies, has identified upgrading broadband and will be preparing a master plan.

PARTNERS INVOLVED: City, North State Planning & Development Collective, Broadband Consortia, Rural Broadband Coalition, private investment, state and Federal grants and loans.

Tourism Development
Plan and Marketing

The City is dependent on the visitor market with Lake Oroville a main draw for the city and county. Key areas to leverage the visitor market are: The Gateway Development, 12 acres fronting Feather River at SR70 and Montgomery. Site is a recreation/visitor destination opportunity site near downtown.

PARTNERS INVOLVED: Butte Tourism (Explore Butte County), lodging industry, ODBA, Oroville Area Chamber of Commerce.
Business Development & Workforce Training

Oroville small businesses, predominantly local serving entrepreneurs, were significantly impacted by the pandemic. The City also has hundreds of acres of developable industrial land that will require investment in a recruitment program to attract emerging industries such as metal and plastics, distribution, and technology.

Oroville’s workforce is strong, but needs training in higher skilled jobs. Oroville Hospital’s expansion, when construction is complete, will require 500-700 new workers which now is a constraint.

PARTNERS INVOLVED: Butte College SBDC, 3Core, Oroville Chamber, ODBA, grants and loans to local businesses Linemen’s College, EDD, WIB, CSU Chico.

Challenges

1. Oroville’s Past Image as Blighted Community

Oroville’s outside reputation has always been “blue collar”, flood-prone, and a place of poor schools, high poverty and crime. A strong economic development, tourism promotion, blight elimination and targeted reinvestment program can over time eliminate that reputation.

2. Economic Resiliency

This city has experienced many steep boom-and-bust cycles. According to the 2020 Census, Oroville is now a city of 20,042, an increase of 28.9% from the 2010 Census. As people who lost their homes in recent fires settle permanently, more fires occur, and city boundaries change, our population will fluctuate. These fluctuations have a significant effect on housing, retail sales, job generation, and fiscal health. A more diverse set of industries and employment opportunities will clearly smooth out the next cycle if and when it occurs.

3. Funding for Infrastructure and Revitalization

Oroville has much aged infrastructure, including streets and sewers. Water and power and broadband are provided by local service districts. For instance, the city annexed disadvantaged South Oroville in 2015 with significant existing street, sidewalk and drainage issues. In addition, there is significant infiltration and inflow, which limits sewer treatment capacity. The City needs ongoing funding to fix these issues and achieve our Capital improvement goals.
Opportunities

1. **Improve Focus on Economic Development Priorities**
   
   Between the natural disasters over the past few years and COVID, Oroville has been beset with a number of significant challenges. At least for now the city’s fiscal picture has stabilized, and the City would benefit from the creation of a new highly focused economic development strategy with implementation funding.

2. **Oroville has a Real Chance to Target Investment in Blight Elimination**
   
   As the economy picks up and investment happens, the City’s past reputations of poverty, crime and blight have a real chance for eradication. This requires a highly targeted long term investment strategy.

3. **Resiliency**
   
   The City has hundreds of acres of industrial land and for now a strong retail base. Our industrial base is dominated by wood and metal fabrication, and needs diversifying with more technology and business park activity. Brownfield issues have largely been isolated. Our retail is strong now, but is heavily influenced by visitor-serving fast food and restaurants, convenience stores and motels – all subject to economic fluctuation. We are trying to bring more diversity via upscale retail, lodging, and housing.
City of Willows

FOCUS: Economic Development, Growth of City Population
WEB: www.cityofwillows.org

Priority Projects

**Interconnection of Cal Water and South Willows Water System**

The City of Willows is moving forward with transferring a city-owned well across from the Basin Street Industrial Park and proposed residential community to Cal Water to provide the water necessary for the expansion of the city’s footprint.

PARTNERS: Cal Water and City of Willows

**South Willows Residential**

The City of Willows population needs to increase by 4,000 for the city and services to be maintained. Planned residential development of 400+ homes is approved and ready to go. Finding developers and infrastructure funding for the project has been challenging.

PARTNERS: Basin Street, Grant Management Associate, Impact Development Group

**South Willows Light Industrial Park**

The park project has been completed. Rumiano Cheese has constructed their new facility, and the search is on to site other manufacturers at the industrial park. Given Glenn County’s agricultural economy, co-packing, and cold storage, food manufacturers would find this an ideal location given its proximity to I-5. As part of the USDA RBDG, also looking to site secondary manufacturers for CalPlant’s MDF product at this location.

PARTNERS: Basin Street, EDA, HCD, 3CORE, USDA

**Humboldt Street / Development around Interstate 5 Specific Plan**

Overwhelming opportunity exists along N. Humboldt and Interstate 5. Recent demolition of old, unusable structures has taken place in the last year. Many properties are available and mapping existing infrastructure is underway as part of a project funded by a USDA RBDG. The project will move forward to create a development plan and vision that can be used as an attraction/marketing tool.

PARTNERS: USDA, EB3 Development, North State Planning and Development Collective, 3CORE
**Downtown Willows Tourism Project**

A dedicated group of business owners met with the goal of increasing tourism and traffic through Willows. The lack of basic recreational facilities was determined to be a need that could bring groups and travel teams into the community, given the location of Willows (halfway between Redding and Sacramento) and bring more rural families into the downtown area. The group identified needs and prioritized which identified need would increase the traffic in the downtown area. A community recreational center located in the downtown area was identified as a priority need. Existing specialty recreational assets (motorsports, etc.) and previous efforts (outdoor recreation opportunity video) could be leveraged by the construction of such a facility.

**PARTNERS:** USDA, EB3 Development, North State Planning and Development Collective, 3CORE

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**Challenges**

1. **Resistance to Change**

Community Support for development is difficult to cultivate. Private property owner support, especially on the part of absentee landowners is nearly impossible. Expense of feasibility/cost studies is prohibitive to development of the I-5 corridor.

2. **Available Housing**

As manufacturers and employment opportunities increase, the lack of workforce housing is forcing employees to commute rather than making Willows their home. Finding developers ready to partner to make a fully entitled development (Basin Street mentioned above in key projects) a reality has been difficult post Camp Fire. Plans are being modified in pursuit of infrastructure funding, which has been cited by the developers interviewed as the major issue.

3. **Red Tape**

State and Federal constraints on funding programs can cripple limited municipal staffs, both through access and reporting requirements.

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**Opportunities**

1. **Transitory Opportunity**

I-5 presence brings continued development opportunities that will increase jobs, sales and occupancy tax, and a preferred siting location for firms that need proximity for shipping. Transient Occupancy Tax is already a major source of revenue for the City of Willows which indicates the I-5 corridor should be a focus area for continued development and infrastructure improvement.
2. Recreation/Tourism  Willows has a unique opportunity to be a destination city, given the wildlife, recreation, motorsports and as a central location between Redding and Sacramento for major sporting events.

3. Attitude  A welcoming, positive attitude on the part of the city has played a major role in the growth seen to date. The city’s mantra is “the answer is YES, now let us work with you to develop a successful project”. Willows is an organization that is willing to work with developers.
Chicostart

**FOCUS:** Startups/SMB/industry support and bringing industries to our region

**WEB:** chicostart.com

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**Priority Projects**

- **Chicostart’s Entrepreneurial Ecosystem**
  EDA funded project to develop, support and maintain the entrepreneurial ecosystem and content for our region to support recovery and resilience.
  
  **PARTNERS INVOLVED:** Regional universities, agencies, service providers and private companies

- **Chicostart’s growTECH Initiative**
  Focused on tech, industry cluster agnostic in support of existing/new industries to our region and supporting the careers and connection that make this a vibrant entrepreneurial community.
  
  **PARTNERS INVOLVED:** Regional universities, agencies, service providers and private companies

- **Chicostart’s AGTech Center Initiative**
  Focused on biomaterials and ag residuals supply chain and IP, industry cluster agnostic, in support of existing/new industry in our region and all the opportunity that provides for our region.
  
  **PARTNERS INVOLVED:** Regional universities, agencies, service providers and private companies

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**Challenges**

1. **Lack of Investment**
   Lack of city and county grants for staff, overhead and programs for this type of work for the entrepreneurial community.

2. **Lack of Planning**
   Lack of local and county actions addressing the homeless/mentally ill/transient population/water/infrastructure and how that affects our community.
Opportunities

1. **Regional Relationships**
   Deepening regional relationships to support the entrepreneur.

2. **Regional Resources for Entrepreneurs**
   Visibility/resources for the entrepreneurial community who have paved the way and are mentoring the next wave of entrepreneurs.
Community Housing Improvement Program

FOCUS: Affordable housing development.
WEB: www.chiphousing.org

Priority Projects

Reconstruction of Paradise Community Village
We are rebuilding a 36-unit affordable housing complex that burned in the Camp Fire.
PARTNERS INVOLVED: Town, FEMA, Sunseri Construction

Single Family Homeownership
We have a number of subdivisions throughout our service area, including Stonefox Ranch in Corning. We will also have Magnolia Meadows in Corning in the next year. We are consistently looking for land in rural communities to build. All of our homes are affordable and built using the mutual self-help model.
PARTNERS INVOLVED: USDA Rural Development

Camp Fire Recovery
We are launching our self-help program in Paradise. We are actively seeking land for multi-family development. We are piloting a single-family rental program.

Challenges

1. Escalating Cost of Construction
The twin impacts of back-to-back natural disasters and COVID have lead to dramatic price increases and supply chain disruptions.

2. Labor Shortages
There are not enough people with construction experience.

3. Availability of Land
Because of the PG&E settlement, people are reluctant to sell.
Opportunities

1. Demand
   There is a huge need and demand for housing.

2. Funding
   Because of the need, there is more money available. It isn’t easy money to piece together, but there is more now than there has been historically.
Priority Projects

**Update General Plan and Economic Development Strategy**
With impacts from the fires, the Butte County General Plan 2030 is being updated to support rebuilding and creating a more resilient future. Focus on community safety, housing and environmental justice.

In addition, the Butte County Economic Development Strategy will be updated to address Disaster and COVID Impact Mitigations.

**PARTNERS INVOLVED:** County jurisdictions and stakeholders

**Disaster Recovery Projects and Funding**
Butte County along with other communities in California have been waiting for announcement of 2019 CDBG-DR funding availability from California HCD. Funding has been allocated to multiple eligible communities for housing and workforce development (according to initial plan prepared by State). As soon as the final regulations are available, a collaborative team of service providers are prepared to write and submit an application focused on training construction trades. There is a serious lack of trades holding back actual construction of residential and commercial units. Funding would help move forward trades training program/center that would create a ready-construction workforce and pipeline. Other projects such as fuels reduction and fire prevention management, biomass are being developed as collaborative projects to build resiliency.

**Infrastructure**
Infrastructure is key to moving forward foundational and transformational economic development for the County. In collaboration with state and local entities, plans, solutions and processes for addressing critical infrastructure are being considered including broadband (RCRC open access, public benefit model), alternative energy (Community Choice Aggregation, Microgrids), EV Fast Charging Stations, drought mitigation, water, waste water and solid waste management.

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1 Rural County Representatives of California (RCRC), Upstate California Connect Broadband Consortia, North State Planning & Development Collective
Challenges

1. Multiple Disasters
   Butte County has been faced with multiple, back to back disasters, including the Camp Fire, North Complex Fire, Oroville Dam Spillway Incident, COVID-19 and the multiple years of drought that has impacted people, homes, forests, agriculture, livelihoods and environment. Although the community and people are resilient the multiple hits take their toll on physical and financial structure, creative capacity and health.

2. Access Resources
   Infrastructure development, including new and upgraded, is critical to support housing and commercial development.

3. Visitor Market-Tourism
   There was a housing shortage prior to the Camp Fire. Over 13% of the county housing stock, affordable housing stock, was lost in the fire. Rebuilding in today’s environment with new rules and regulations, escalating costs (i.e. lumber) and a limited construction workforce will continue to be difficult.

Opportunities

1. Energy Development
   Prior to the pandemic Butte County was moving forward a Community Choice Aggregation initiative which will be re-initiated with partners. With new developments in microgrid technology and state support of such developments there may be opportunities around business centers, south county, and the foothills to continue to provide power during PSPS events, outages, disasters, etc. Parcels adjacent to landfill may also be opportunities for energy and/or biomass production using forest feedstock.

2. Access Resources
   Working with jurisdictions, education and entities, there are more opportunities to collaborate on accessing funding notices being issued by both state and federal programs for physical infrastructure, business assistance, workforce development and training, targeting underserved areas and businesses, and facilitating new development and jobs.

3. Visitor Market-Tourism
   Connect and support County trails plan, trails development, general plan update with broader regional development of outdoor space and local Explore Butte County tourism plan and implementation to attract visitors.
Priority Projects

**General Plan Update and Related Programs**

Completion and implementation of the 2045 Glenn County General Plan, updating the 1993 General Plan, will put in place guiding policies, objectives, and actions for the next twenty years. Update will include Economic Development Element. The Glenn County Code, specifically, the Development Code (Title 15), will also be updated with the General Plan. Completion date June 30, 2022.

Along with General Plan Update will be development of a robust Code Enforcement Program.

**PARTNERS INVOLVED:** Board of Supervisors, Planning Commission, General Plan Advisory Committee, both the cities of Orland and Willows, the citizens of Glenn County, and the consultants De Novo Planning Group and Feer & Pehrs.

**Groundwater Sustainability Plan**

Drought is a serious issue in Glenn County. Water purveyors utilize groundwater for domestic wells and ag. The loss of wells has been significant over time but particularly this year. As part of the state’s 2014 law, every county must prepare a Groundwater Sustainability Plan, due Jan 2022.

**PARTNERS INVOLVED:** Board of Supervisors, Glenn Groundwater Authority, the various Groundwater Sustainability Agencies, Water Districts and purveyors, cities of Orland and Willows, the citizens of Glenn County and hydrology consultants.

**Strategic Plan Update**

The County Strategic Plan will be updated, 2022-2027 Glenn County Strategic Plan.

**PARTNERS INVOLVED:** Board of Supervisors, cities of Orland and Willows, the citizens of Glenn County and a designated consultant.

**Broadband**

Master plan has been completed. Public Works will be implementing actions to connect more of Glenn County outer edges and other areas not connected.
**Business Expansion**

Several private companies, wood products, ag processing, distribution, have indicated expansion plans, which may require assistance in development expansion.

**PARTNERS INVOLVED:** Board of Supervisors, Planning Commission, businesses, corresponding developers and/or property owners, 3CORE.

**Orland Airport**

The Orland Airport Industrial Park is managed by the County in collaboration with the FAA. Amazon and Iron Tree Solutions have recently located here, creating new interest for further complementary businesses to locate at the park. There are 17 acres, with one parcel envisioned to be divided into 3-acre pieces north of the Amazon facilities. The area will need road, water and sewer infrastructure.

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### Challenges

1. **Housing Development**

   Glenn County, like other jurisdictions, needs additional housing in order to meet the current demand for all incomes and housing needs.

2. **Infrastructure**

   The need for infrastructure improvements and maintenance of the existing infrastructure: roadways, bridges, water and sewer capacity, and broadband connections to meet the increased demand.

3. **Businesses and Workforce**

   Retain the existing local businesses that provide opportunities for the community, add new businesses and developing a workforce within the County.

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### Opportunities

1. **Permit Center**

   The development and implementation of the Glenn County Permit Center that has created a business-friendly environment with the capacity to issue the majority of the land development and land use permits within the unincorporated areas, this was a component of the 2016 – 2021 Glenn County Strategic Plan.

2. **New Countywide Documents**

   A new General Plan, Development Code, Strategic Plan, and Groundwater Sustainability Plan
3. Economic Growth and Development

New Land Use Designations in key development areas, including near municipal infrastructure and Interstate 5 Corridor. Opportunity to open up west side of I-5 Corridor for Willows and Orland. New land use designations at each off ramp for more commercial uses. Need for infrastructure improvement at intersection to accommodate distribution and traffic Hwy 32. A close regional economic development approach between the County and cities of Orland and Willows leads to collaboration on significant projects.
County of Tehama

FOCUS: The board oversees agencies and departments for the betterment of the citizens of the County of Tehama.

WEB: co.tehama.ca.us

Priority Projects

**Broadband**
To be competitive the County must increase high speed broadband. A broadband plan is in place and the County is seeking funding through the North State Consortia. The County is also working with RCRC on critical missing infrastructure components. RCRC is pursuing an EDA grant to build partnerships for municipally owned fiber networks within counties; the counties could then provide the fiber to providers, similar to other utilities.

**Economic Development**
A partnership between the County and the Paskenta Tribe has been formed to fund a full-time Economic Development staff person to serve the County, collaborating and managing projects interested in locating in the county/cities. The I-5 Corridor, particularly around South Avenue and the Opportunity Zone, should be an area of opportunity for regional distribution and fulfillment centers. Further planning and infrastructure may be required to create shovel-ready parcels.

**Film Commission**
As film production activity has been increasing in California regions, Tehama County formally became an independent film commission, allowing for 24/7 availability to resources for the film industry. In rural destinations, the film industry requires more accessibility from film commissions, as productions do not have time to research or build infrastructure for a project. A film commission offers a competitive advantage in attracting and hosting film productions, which create jobs, increases in local spending and attract tourists.

**Forest Resiliency**
Forest resiliency projects are a priority to mitigate the back-to-back mega-fires plaguing the region. The recent fires have been devastating to the natural resource base in Tehama County. The County is working closely with RCRC on Forest Resiliency biomass utilization projects and with the local Tehama County RCD on mitigation and forest restoration projects.
**Workforce**

There are over 600 job openings in Tehama County. Businesses such as Sierra Pacific Windows are having a difficult time finding workers. There is also a critical shortage of workers in forest management and mitigation. There will need to be higher levels of collaboration with workforce development, social services, education and prisons to identify candidates for training and hiring. The County also needs to work more closely with K-12 to introduce career and vocational pathways earlier in the education pipeline.

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**Challenges**

1. **Lack of Funding**
   Jurisdictions have limited funding to address all needs.

2. **Lack of Labor Force**
   With the lack of labor force, it will be difficult to recover and assist those businesses who have expansion opportunities.

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**Opportunities**

1. **Tourism**
   There are many opportunities to increase the visitor markets.

2. **Collaborations**
   There are opportunities for more collaborative work such as being done with RCRC and the Paskenta Tribe.

3. **I-5 Corridor**
   With increased movement of goods, and Tehama County’s central location, Tehama County is ripe for regional distribution hub.
EveryBody Healthy Body

**FOCUS:** Community movement for health, wellness, and education – building a healthy community through physical activity.

**WEB:** everybodyhealthybody.org

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## Priority Projects

### EBHB Recreation & Play Voucher Program

Voucher Program within the burn scar to ensure our community members have the access and opportunity to participate in activities that facilitate a healthy lifestyle as well as trauma reduction despite the economic and other challenges presented first by the Camp Fire, Bear Fire, then COVID-19.

**PARTNERS INVOLVED:** Aaron Rodgers Norcal Recovery fund at North Valley Community Foundation, five Disaster Case Management agencies, Girl’s on the Run, Youth for Change, Boys and Girls Clubs of North Valley, Golden Feather Union Elementary, Pioneer Union Elementary School Dist., Las Plumas High, BCOE Trauma Recovery Team, CARD, Paradise Recreation, Feather River Recreation, Paradise High School, Butte County Office of Education, Achieve Charter School, Chico Unified School District, Paradise Ridge Elementary, Glenn County Office of Education

### Identifying and securing space for recreation infrastructure

Advocating for new land-use, zoning designations that support health, wellness, education and physical activity/recreation spaces and facilities.

Promoting economic recovery through travel & tourism (through use of recreational and sports facilities).

Improving access for underserved & all age groups to more healthy and active lifestyles.

Creating infrastructure that supports a safe & resilient community for Butte County to help heal from trauma of disasters.

**PARTNERS INVOLVED:** Blue Zones, All area recreation departments, community at large
Launching a Sports Advisory Group

To engage governing bodies, leagues, and sport/recreation organizations to share information, opportunities and resources to help promote physical activity in our community. Also to leverage and promote the benefits of sports tourism for community benefit and economic development.

PARTNERS INVOLVED: Ability First, CARD, Feather River Recreation, Paradise Recreation, Durham Recreation, Gridley Parks & Rec, Chico Area Swim Association, Chico Eastside Little League, Girls on the Run, Never Enough Athletics, North Valley Hockey, Chico Rugby, Butte United Soccer, Forebay Aquatic Center,

Challenges

1. Supply and Demand of Facilities

With the lack of proper facilities to accommodate the growing number of people in the community, there are limited facilities available for kids and adults to practice an active lifestyle. Additionally, with the trauma and displacement of the fires and pandemic, this has put Butte and Glenn Counties in a position where a healthy and active lifestyle is out of reach for many.

2. Funding for Facilities

Need to attract private investors; Current land-use, zoning designations do not support models being implemented across the country to promote healthy communities.

Opportunities

1. Blue Zones

The opportunity to engage and be a leader in a community wide roll out of a healthy lifestyle campaign.

2. Creating Place Based Strategies

Increase travel and tourism with new destinations; keep dollars in community and reduce the need for families to travel to other venues outside of our county.

3. Generational Change – changing the trajectory of youth and adult health & trauma impact

Physical activity, play and sports can be part of the solution in changing the health concerns our community has not only today, but for future generations. Improving access for all ages and socioeconomic populations.
Explore Butte County

**FOCUS:** To promote Butte County as a visitor destination through a variety of marketing programs that generate room nights, hotel revenues, and Transient Occupancy Tax (TOT) for the properties participating in the Tourism Business Improvement District (TBID).

**WEB:** www.explorebuttecounty.com

## Priority Projects

### Sales & Marketing - Paid Advertising

Butte County paid advertising campaigns. Creation of digital, social, video ads targeted to a generally drive-market audience who have interests in the campaign messaging. Advertising points back to Explore Butte County's website to detail the call to action and offer additional things to do in the area.

**PARTNERS INVOLVED:** At this point, Explore Butte County creates all content and paid advertising using TBID funds.

### Sales & Marketing - Local Event Activations

Restaurant Week, Museum Weekend, Chico Velo Wildflower, Sierra Oro Farm Trail. Partnership with each city/town’s chambers of commerce and/or business districts, individual business owners (restaurants, farms, wineries, museums) to create a marketing campaign about the visitation to the specific businesses during a specific event.

**PARTNERS INVOLVED:** Chambers of commerce, business associations, museums, restaurants, breweries, farms, wineries.

### Destination Product Development – Mobile Visitor Center

Purchase and outfitting of a mobile visitor center to meet visitors at highly trafficked events and locations. Offer better information for use of public space and recommendations for further spending in our local communities. Project will launch January 2022 and we are already in talks with Ca. Dept of Fish and Wildlife for partnership at Table Mountain during wildflower season. Center will be available for other organizations to request participation of the van for an information center.

### Destination Product Development – Film Commission

The EBC BOD has approved seed funding to start a county-wide consistent film commission and sell Butte County as a filming destination. Beyond discussion and approval this is on hold for further planning.

**PARTNERS INVOLVED:** All jurisdictions and land managers will need to be involved in building this county-wide plan.
The EBC BOD has approved seed funding for a county-wide wayfinding signage project. Lodging particularly want this to move forward. It is a struggle finding landmarks or describing how to get to places throughout the county. Ideally, a planning RFP will be developed to look at the county as a whole and determine the best way to deploy consistent wayfinding signage. Each jurisdiction could then include that in their annual budget, and everybody could build together at their own speed. Signage would also include better trail signage and outdoor recreation signage as it is lacking in many parks.

**PARTNERS INVOLVED:** All jurisdictions and land managers will need to be involved in building this county-wide plan.

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### Challenges

1. **Staffing**

   Like so many other cities/counties, lodging and restaurants — the two main visitor serving businesses in Butte County — are struggling to find staff or appropriate staff to get back to serving customers. COVID has also changed the way people travel. Instead of booking lodging far in advance, people are just “going”. Once youth sports opened for travel local hotels were inundated with groups that they didn’t expect. This leaves general managers cleaning rooms and hotels generally short-staffed. This ultimately leads to a reduced customer satisfaction and potential brand tarnish for Butte. We’re also seeing this at restaurants. Visitors expect a certain level of service and, due to the struggle with hiring, restaurants can neither re-open nor re-open at pre-covid capacity reducing their earnings.

2. **Consistent/Persistent Disasters**

   Butte County has been hit particularly hard with disasters which have driven up demand for hotel/motel rooms. Typically, if our lodging was full with visitors, either business or leisure we would/could see a more significant impact on visitor-supporting businesses like restaurants and retail. Lodging continue to project growth month over month unlike what we see in tourism-only supported destinations. This is good for collection of TOT and TBID but does displace those looking to come to Butte for business and/or leisure.

3. **Building sustainable tourism business and lack of a tourism economy**

   Butte County boasts a lot for residents who live here. The location is central to the valley and the mountains. There are a lot of opportunities to be outdoors but there are not a lot of tours operators in the area. There is not a solid convention business because we lack the location to host large(r) group business. Again, our area offers restaurants, breweries, shopping districts, outdoor recreation on land and water, museums, but there are not a lot of activities to bring people here.
Opportunities

1. Mapping all Butte County Trails for Visitor and Local Access
   As an outdoor destination with wide open space and a lot of recreation opportunity, we have found that there is no single source of trail mapping for hiking and biking around Butte County. There are multiple jurisdictions and multiple land managers who create maps for certain activities or areas but there is not one master map. The most successful campaign we’ve run so far has been #HikeButteCa where our team researched public trails available through various sources, then documented them with information about where to park, type of trail, etc. The public is looking for places to hike and bike and recreate but there isn’t one source of that for the whole of the county. Not only would this increase visitation to the area for accessible and available trails, it would increase our visibility and attractiveness for those who want to host running or biking events. There could be potential for CSU Chico to work on a GIS project of trails and build something that partners can use to promote trail use.

2. Wayfinding Signage Plan and Execution
   Wayfinding signage has been a topic of conversation by lodging partners and other tourism-related businesses because it is a challenge to get around Butte County and find things. Our downtowns, park accesses, shopping districts, county gateways and trails all lack appropriate signage to find them let alone get around them. As EBC build the Hike Butte program we realized that as much work as we did to catalogue and share trails, a lot of trails have little to no signage. There is an opportunity to create a countywide master plan for wayfinding signage in which each jurisdiction would be responsible for funding their specific signage, but the cohesive agreed-upon plan would have the blueprint for this larger project. And additional funding, after the plan is built, could be used for gateway signage for the county and then each city, or could be used for matching funds for each jurisdiction as they build the detail for deploying signage.

3. Building a Tourism Master Plan
   Many large destinations work with consulting firms to develop a tourism master plan with input from all jurisdictions and partners. Butte County has a GREAT opportunity to decide who we want to be for visitors. Do we want to focus on outdoor recreation and build a destination around the potential for training? Do we want to build infrastructure to offer conventions and business meetings? How do we build an economy around travel that creates opportunity for wrap-around visitor-serving businesses and supports lodging, shopping, restaurants, and public spaces?
Grow Manufacturing Initiative, A NoRTEC Industry Sector Partnership

**FOCUS:** Support of manufacturing companies through 3 initiatives: 21st Century Workforce, Government Relations, Manufacturing Network.

**WEB:** growmanufacturing.com

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### Priority Projects

**2021 Manufacturing Expo**

Yearly Celebration of manufacturing day. Scope in progress with COVID restrictions.

**PARTNERS INVOLVED:** Chico State, Butte College, Tri Counties ROP

**Manufacturing Facilities Tour Videos**

Film and publish 6 tours of manufacturing facilities. These videos are also used in conjunction with the yearly manufacturing day celebration and general manufacturing awareness promotion.

**PARTNERS INVOLVED:** Chico Media Company

**Parents Night at Manufacturers**

Invite parents, educators and students to tour manufacturing facilities once a month.

**PARTNERS INVOLVED:** TFI, Air Spray, Weiss McNair, GPI

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### Challenges

1. **Workforce**

Lack of workforce to support growth due to housing, unemployment benefits, and competing with other industries for workers

2. **Collaboration and Communication Between Organizations**

Difficulty maintaining open communication between organizations serving the same stakeholders.

3. **New Member Growth**

COVID has made meeting new organizations through networking events difficult.
# Opportunities

1. **CTE Support**
   Continue supporting youth CTE programs through scrap material donations and educational curriculum advising.

2. **Parent Involvement**
   Parents prove to be the greatest barrier to children pursuing a career in manufacturing due to stigmas. Educating parents on the upward mobility of local manufacturing careers will begin to change that.

3. **Latino Community Reach**
   Targeting the Spanish-speaking population through Spanish social media posts, mailers, and the Chamba app, GMI could reach community members that might be unaware of the manufacturing job opportunities.
Healthy Rural California, Inc.

**FOCUS:** Improving health access and equity throughout California’s rural communities.

**WEB:** www.healthyruralca.org

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**Priority Projects**

**Graduate Medical Education (Rural Physician Residency Program)**

Accredited by the Accreditation Council for Graduate Medical Education (ACGME), Healthy Rural California will be the Sponsoring Institution for physician residency programs in Butte County, beginning with the Psychiatry Residency Consortium. Future programs will include other medical specialties including Integrated Behavioral Health and/or Primary Care. Residency programs are proven to be one of the best mechanisms to address physician shortages and other access to care issues. There are no psychiatry residency programs north of Sacramento and very few residency programs at all in the North State. Healthy Rural California is the engine and a partner for independent hospitals and small clinics which do not have the resources to stand up a GME program on their own. At full capacity, the Psychiatry Residency Consortium will bring a total of 16 resident psychiatrists to provide care through our affiliated clinical facilities each year for 4 years. 50% of these residents are expected to stay long-term.

**PARTNERS INVOLVED:** Behavioral Health Butte County, Northern Valley Indian Health, Ampla Health, Therapeutic Solutions and other hospitals and clinics as we move forward, Butte-Glenn Medical Society, Adventist Health, North Valley Community Foundation, California Health & Wellness and Anthem Blue Cross, BGMS Residency Task Force including UC Davis School of Medicine, Stanford University, Northstate College of Education.
Health and Technology Education Center
HRC intends to build a state-of-the-art hub for health provider education including graduate medical education (GME), Continuing Medical Education (CME), nursing, home health, behavior health and other Allied Health professions; provide training in state-of-the-art and emerging care and practice innovations including remote health care, public health telemedicine, and clinical simulation suites for nursing, first responder, and home health students. The space will also include ample, flexible space and technology for classes, workshops, conferences, and collaboration.

The Center will be among the first in the nation to integrate simulated clinical education with immersive training in telehealth delivery. A feasibility study conducted by CSU Chico’s Economic Planning and Development department in early 2020 shows that this Center would bring $5 million in revenue and is a needed resource in the region. The building will serve as a key recruitment tool for physicians, residents, Nurse Practitioners, and other Allied Health professionals to the region.

PARTNERS INVOLVED: CSU Chico, UC Davis, Butte College, Enloe Medical Center, Butte County, City of Chico, North Valley Community Foundation, Adventist Health.

Elevate Youth
Healthy Rural California and the Butte Youth Now Coalition work to prevent substance use, reduce trauma, create healing, and promote mental/emotional well-being among youth ages 12-18.

PARTNERS INVOLVED: Butte Youth Now Coalition, Butte County Dept. of Behavioral Health, Chico Unified School District.

Drug-Free Communities
HRC and the Chico Community Prevention Coalition strive to strengthen prevention efforts for all Chico area youth through engagement, promoting protective factors, minimizing risks, and increasing community education and collaboration.

PARTNERS INVOLVED: Chico Prevention Coalition, Butte County Dept. of Behavioral Health, CSU Chico, Chico Police Dept., Chico Unified School District, North Valley Community Foundation’s Thrive program.
Challenges

1. Access to Care

The 2019 Butte County Community Health Needs Assessment (CHA) pointed to lack of physicians and other providers as the area’s top health concern. This is true for all rural counties in Northern California as demonstrated by a significant decline of physician members in local medical associations such as Butte-Glenn Medical Society and the Tehama Medical Association associated with the now defunct North Valley Medical Association in Redding.

Butte County’s 2019-20 Community Health Improvement Plan listed psychiatry residency as a much needed initiative. OSPHD’s website lists several counties in Northern California with physician shortage areas. While GME funding has increased in recent years in California, any funds tied to Song-Brown are NOT available for programs that are seeking accreditation through ACGME. It takes about 5 years to launch a new consortium medical residency program and at least $1 million – a significant amount for independent hospitals in an area without medical school representation – to reach accreditation.

2. Mental Health

Butte County’s 2019 CHA listed mental health as the second top priority. Healthy Rural California obtained 501(c)3 status in January 2020 to achieve sustainable, systemic and regional improvement of mental and behavioral health for California’s rural communities. Now, in the wake of multiple disasters including the Camp Fire and the Covid-19 pandemic, mental health needs increased significantly and our work has become more important than ever.

3. Funding

The Butte-Glenn Medical Society Residency Task Force launched in 2019 and conducted a Psychiatry Residency Feasibility Study in Spring 2020. The Feasibility Report detailed Healthy Rural California as the lead agency to establish a Psychiatry Residency program and, in partnership with Butte County Department of Behavioral Health, HRC secured $1.8 million in grant funding to establish a new Psychiatry Residency Consortium. These funds are available once the Psychiatry Residency program is accredited by ACGME. An additional $700,000 must first be raised to reach accreditation by end of 2022.

Funding for the Health and Technology Education Center is also needed. Start-up funding is needed to build the capital campaign to bring the HTEC to fruition by 2025. We estimate that approximately $50 million will be needed for the Health and Technology Education Center.
# Opportunities

1. **Graduate Medical Education Funding**
   
   Healthy Rural California’s GME Committee seeks $700,000 in 2021 and 2022 to reach Psychiatry Residency program accreditation. With a $200,000 “match loan” from the North Valley Community Foundation (NVCF), HRC is seeking $500,000 to design our innovative curriculum in Trauma-Informed Care and Health Equity. Once accredited, we will be able to access OSPHD’s $1.8 million grant.

2. **Health and Technology Education Center**
   
   The opportunity to build this workforce training center for Allied Health began with a dedicated and passionate group of professional and experts and a feasibility study that will guide a capital campaign and the financing necessary to build this incredible Center.

3. **Focus on Rural Health and California’s North State**
   
   Healthy Rural California has grown rapidly in just 1.5 years, bringing much needed attention and opportunities to California’s rural north state. HRC will continue to grow and seek out strategic partnerships and opportunities to further our mission.
Glenn County Health and Human Services and Community Action

FOCUS: Human Services and Community Development.
WEB: www.countyofglenn.net/dept/health-human-services/welcome

Priority Projects

**ACES Aware and ACES efforts**
The agency is leading efforts to build awareness, and implement healing strategies to counter the impacts of childhood adversity on both youth and adults. The goal is improved health and behavioral outcomes. Strategy to introduce community health workers, and exploring a standardized training (workforce dev) approach that could be used across region.

PARTNERS INVOLVED: Regional county partners in Northern ACES Collaborative includes, Tehama, Butte, Shasta, Glenn, Colusa. Local collaboration includes physicians, schools, Tri-Counties Community Action (CBO).

**Managed Care transition to Partnership Health Plan of California**
4+ year advocacy/leadership to improve the managed care service in rural counties.

PARTNERS INVOLVED: 10 northern counties including Tehama, and Butte. Senator Nielsen’s office.

**Workforce Training & Development**
Provide workforce training and assistance to individuals and businesses in Glenn County. As a small rural area it is difficult to train candidates in specific occupational skills sets as demand is not sufficient. Find additional ways to utilize OJT funds for training and upskilling candidates, and placing workers in job openings to fill the gaps left by of lack of applicants.

PARTNERS INVOLVED: Part of a 4-County consortium with Colusa, Yuba and Sutter. Locally, with the office of Education, and CalWORKs, and their mandated partners.

**Homelessness and Housing Development**
Provide immediate housing assistance, case management and administer the Dos Rios continuum of care. Working to stimulate housing development, and partnering to apply for funding available for the county and partners.

PARTNERS INVOLVED: Colusa, Glenn and Trinity Counties-county behavioral and social services.
Challenges

1. Job Skills and Training
   Many low wage jobs, need workforce that can compete for $25+ jobs in AG, skilled trades, government, education, health care.

2. Housing
   Need around 2000 affordable units to meet demographic income needs.

3. Capacity to Lead
   Vacancies, stressed and over committed workforce.

Opportunities

1. Stable Economy
   Specifically given COVID.

2. Growth of Key Personnel
   Some capacity has been rebuilt to apply for grants and plan for opportunities. (Housing, Health and general community development)

3. State and Federal Policy
   Interest in Housing, Health and Human services funding and policy.
Job Training Center

FOCUS: Workforce development and business services.
WEB: www.jobtrainingcenter.org

Priority Projects

Advancing Our Young Adults (Ages 18-24)
Young adults are asked to make a lot of life-directing decisions when they leave high school regarding career and education. The Job Training Center understands those challenges and is committed to meeting them where they’re at and supporting them in discovering meaningful career paths and making informed decisions about their future. We do this through guided career exploration, paid internships, career and education planning services, sponsored GED, career technical education, job readiness training, job referrals and mentorship.

In recent years what we've learned is that most of what worked in the past to engage young adults doesn’t work as well as it used to. We are not alone in this new reality. Youth programs across the country are experiencing much of the same. Moving forward, our work will become more creative, more collaborative, easier to access, and be focused on piloting and scaling the most innovative and evidence-based work being done in rural areas around the world. We believe that by advancing our young adults we are securing our region’s economic future.

Career Technical Education & Apprenticeships
The Job Training Center has a rich 30-year history of supporting our residents in earning valuable, career technical credentials that lead to jobs with a living wage. Our career advisors are experts in creating education and employment plans based on a person’s values, skills, interests as well as the regional labor market, available training and what businesses really need.

Currently, Job Training Center is focused on increasing the number of career technical trainings and apprenticeships available in Tehama County that lead to high-wage, high-demand careers. We believe that if we can accomplish this our businesses will be better positioned to grow and thrive.

Project Example:

SB-1 Construction Pre-Apprenticeship Training is a region-wide effort to increase the available workforce in construction trades via pre-apprenticeship training, job search services and on-the-job training. Partners include: North State Builds, North
Central Counties Consortium; Regional American Job and Career Centers (SMART and AFWD).

**Diversity, Equity & Inclusion**

Historically, some of the most meaningful projects the Job Training Center has participated in have advanced the Diversity, Equity and Inclusion of our programs and workforce. Thus far, we’ve been privileged to focus on creating innovative programs that serve the following communities: LatinX, limited language learners, youth and adults who’ve had infractions with the law, differently-abled individuals, people struggling with substance abuse and people with limited work experience.

We believe that diversity makes us stronger and that there is a lot of work left to do in creating equal access and representation to our whole community. We believe that dignity and respect must be at the core of every interaction we have. We are humbled by what we have yet to learn and do to provide equal access and representation serving all of our community.

**Project Examples:**

**Washington Street Productions** is a partnership between the Job Training Center and CalWORKS that provides participants with a temporary job in a manufacturing environment where they learn how to make and sell home goods. Participants learn job readiness skills, and practice and receive one-on-one coaching on how to excel in their job.

**Project Restore** is a partnership with the Job Training Center, City of Corning, River Cities Counseling, Empower Tehama and Tehama County Probation Department that provides temporary jobs to young adults as part of a diversion program. This project is modeled after an evidence-based restorative justice program from Michigan State University.

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**Challenges**

1. **Advancing Our Young Adults (Age 18-24)**

   In recent years what we’ve learned is that most of what worked in the past to engage young adults doesn’t work as well as it used to. We are not alone in this new reality. Youth programs across the country are experiencing much of the same. One of our top challenges is understanding what motivates young adults and identifying effective outreach and engagement methods.

2. **Easy to do Business With**

   The Job Training Center is primarily funded through government sponsored grants which often have narrow eligibility requirements, are paperwork heavy and are historically difficult to navigate. In a day and age where most every service is becoming simpler (think Amazon, Netflix, Apple), the tolerance for anything that’s not simple is almost nonexistent.

   One of our top challenges is continuously becoming easier to do business with.
3. Access to Career Technical Education

Tehama County has very few Career Technical Education options and transportation outside the county is difficult or in some situations not a viable option. Although remote education opportunities have grown, many of the career technical training requires hands-on training, and most clients prefer a hybrid approach or 100% in-person training. Additionally, clients sometimes struggle gaining access to reliable high-speed internet for remote or hybrid education.

Opportunities

1. Leverage Regional Workforce Resources

We are stronger together and this requires intentionality and a commitment to collective impact rather than siloed impact. This takes longer, requires trust, is rather complicated to navigate and is the only way forward. We have an opportunity to better understand our region's needs and assets, better align our shared goals, share resources and bridge the gaps.

2. Bridge the Gap Between High School and Career

Our students have strong support until leaving high school when many become lost trying to figure out how to operate in an adult world. Although resources exist, they are often confusing and not discovered or fully utilized. We can work to strengthen the relationships, close gaps and champion new systems to serve this population together.

3. Equip Workforce for Jobs of Tomorrow

The world of work has changed, and the changes are being accelerated by influences like globalization, digital transformations, automation, artificial intelligence, augmented reality, labor shortages, remote work and so much more. We have an opportunity to hone our craft, rise up as experts in this space and equip our workforce for the jobs of tomorrow.
Mechoopda Indian Tribe of Chico Rancheria

FOCUS: Promote the common welfare of Tribal members. Work towards securing the rights, powers and privileges of Tribal Sovereignty to Tribal members and their descendants, as defined in the Tribal Constitution.

WEB: www.mechoopda-nsn.gov

Priority Projects

**Economic Development**
The Mechoopda Indian Tribe of Chico Rancheria seeks to further the economic self-sufficiency and prosperity of the Tribe through the Mechoopda Business Development (MBD) enterprise. MBD’s goal is to develop multiple layers of economic development as contained in our Tribal Constitution.

**Education**
It is the policy of the Mechoopda Tribe to encourage all tribal members to seek education and training beyond high school. The Mechoopda Educational Services Department provides financial assistance for higher education grants, vocational training grants, and adult and youth education assistance.

**Housing**
Through the Tribe’s housing enterprise, the Chico Rancheria Housing Corporation, the Tribe seeks to develop, implement, and administer projects and programs for the benefit of all tribal members of the Mechoopda Indian Tribe with a primary focus on the housing needs of low-income families.

**Environmental Protection**
In furtherance of its governance over the health, safety, and welfare of the Tribe’s natural and cultural resources, the Tribe established the Office of Environmental Planning and Protection (OEPP). The OEPP is responsible for developing the Tribe’s environmental ordinances, including enforcement procedures. Furthermore, the Tribe continues to include its sovereignty through the establishment of its Tribal Historic Preservation Office which works in conjunction with the OEPP.
Challenges

1. **Low Staffing for Tribal Government**
   Due to a lack of physical space (and funding), additional staff cannot be hired to support programs. Without sufficient staffing levels, exploring options for additional funding and providing direct services to Tribal members is challenging.

2. **Funding**
   Available discretionary funding specifically for Tribal members restricts the Tribe’s ability to provide direct services for Tribal members in the area of education, workforce development, and community services (e.g., elder and youth programs, child care, etc.).

3. **Bias in Community**
   The area in which the Tribe is located has a history of prejudice against the Tribe, including a lack of acknowledgement of the Tribe’s sovereignty. This bias continues to appear when working with the local city and county governments as well as within non-Tribal community members.

Opportunities

1. **Workforce Development**
   Many opportunities exist to expand employment opportunities for Tribal members, such as securing forest stewardship contracts and creating job opportunities through business development.

2. **Expansion of Physical Space**
   With the building of a new Tribal Administration Building, space will be available to increase staffing levels.

3. **Education of Community**
   There has been a push across the country to include educational and professional acknowledgments for tribes. Land acknowledgments provide initial (although sometimes perfunctory) education; however, this is a beginning from which the Tribe would be able to continue conversations in the area so that community members are not only aware of the Tribe in the area, but are provided accurate information about the Tribe.
**North Central Counties Consortium**

**FOCUS:** The vision of the North Central Counties Consortium (NCCC) is to support economic vitality in the consortium by meeting the workforce needs of high demand sectors of the regional economy while assuring that employment and training needs of working adults and youth are met.

**WEB:** www.northcentralcounties.com

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**Priority Projects**

**Building Partnerships and Collaboration**

NCCC’s Workforce Development Board (WDB) vision is to build a stronger workforce by increasing access to employment, education, training and support services to all job seekers in the region. To build a stronger workforce the WDB is working with education, human resource services, economic development, core partners and agencies serving the underserved. Formalized relationships through a Memorandum of Understanding (MOU) is increasing communication and aligning services, coordinating and integrating blended services. Part of the strategy is to promote stronger alignment of the workforce system, to deliver comprehensive services without duplication of effort and to understand the regional economy.

**Assisting Job Seekers**

For many individuals in the area the NCCC AJCCs serve as the only local resources for job search and training. Individuals seeking services at the AJCCs are exposed to a variety of services to help them choose a career and how to access pathways to achieve their goals. Staff is training to help individuals develop strategies to align their training needs to educational opportunities to begin or continue their careers.

Individuals who seek services at the NCCC AJCCs represent many levels of skills, education, job experience and training. At any level, individuals may enter the “on-ramp” approach for career preparation and with staff guidance build on additional skills to advance in their careers.

Pathways service strategies may include:

- Assessment of skills and interests
- Research of the labor market
- Development of comprehensive plans, with incremental steps to meet goals
• Referrals to training options
• Development of earn and learn options

Training may include:
• Pre-apprenticeship programs
• Apprenticeship
• Work Experience
• On-the-Job Training
• Transitional Jobs
• Vocational training leading to licenses or certification

The service delivery system in NCCC is focused on helping individuals bridge the gap between career goals and skills to attain the goals. The system also helps individuals align their service needs with all core programs and partners. The service delivery system also helps align the needs of businesses, the local economy, training providers and participants to assure a trained prepared workforce.

**Bridging Education and Business**

The NCCC WDB and AJCCs work closely with secondary schools, adult education, community colleges and businesses to expand opportunities for the sector pathways identified in the Regional Plan.

The sectors of Health Care, Construction, Transportation and Agriculture have in the past been our growth sectors but only the Transportation sector has recovered since the COVID-19 pandemic started. There is an alignment with partners providing training on these sectors and service plans of individuals to assure successful training that leads to employment.

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**Challenges**

1. **Funding Challenges**
   
   NCCC has suffered a major funding reduction of 18% in Adult and Youth funding.

2. **Lack of Workforce**

   Since COVID-19 there is a lack of workers and many individuals have not wanted to return to work. This has caused a shortage for many businesses and may ultimately affect our economy.

3. **Lack of Skilled Workforce**

   The AJCC’s are seeing more and more clients with severe barriers: offenders, homeless, mental illness, disabled, long term unemployed etc.
<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Grant Opportunities for target groups</strong></td>
<td>NCCC has been successful in securing special grants targeted to serve individuals with barriers: offenders, homeless, disabled, long term unemployed, etc.</td>
</tr>
<tr>
<td>2. <strong>Grant Opportunities to Provide Training and Pre-Apprenticeship</strong></td>
<td>NCCC is heavily invested in providing both vocational training and earn-and-learn opportunities. It has been proven that those receiving vocational education and earning credentials have more opportunities and earning potential.</td>
</tr>
<tr>
<td>3. <strong>Increased Partnerships and Leveraged Funding</strong></td>
<td>NCCC has increased partnerships and leveraged funding through the grant opportunities and partnerships. NCCC new partnerships include Sutter Yuba Homeless Consortium, Hands of Hope, SMART Business Resource Center, Tehama Job Center, and Alliance for Workforce Development.</td>
</tr>
</tbody>
</table>
North Far North Regional Consortia
Butte College

FOCUS: Work with the region’s colleges and employers to create alignment around and delivery of workforce training and career pathways.
WEB: nfnrc.org

Priority Projects

Regional Director
Employer Engagement
ICT-DM sector
Engage with local employers in Butte-Glenn Counties to ensure workforce needs are being met by Butte Community College. Connect local employers to faculty for curriculum review, job placement, internships, work-based learning opportunities etc. Collaborate with K12 partners to increase CTE education pathways into the colleges and into jobs.

PARTNERS INVOLVED: Butte College & NFNRC

growTECH tech
industry Partnership
Local partnership of business leaders in the tech community convene to rally around common areas of interest and opportunity like improving local education, increasing the local talent pool and collaborating better with partners who can assist with their workforce needs. Work with employers to create more work-based learning, job shadowing, and internship programs.

PARTNERS INVOLVED: 30 local businesses including Build.com, Lulus, and other businesses, Chicostart, Chico State, Butte College

Tech-career
Exploration Summer Institute (TESI)
Job Shadowing program including IT Fundamentals in class instruction provided by Butte College faculty to high school Jr’s and Sr’s. http://bit.ly/buttetes. This program is intended to start with job shadowing, then grow into internship programs at the participating businesses.

PARTNERS INVOLVED: Butte College, K12, Stratti, Lulus, Ray Morgan, Butte County

CS4NorCal
Far North county offices of Ed partnering with Sacramento County Office of Ed to improve computer science education in the Far North counties. https://www.cs4norcal.org/

PARTNERS INVOLVED: Butte College, Glenn County Office of Ed, Sacramento County Office of Ed and other Far North County offices of Ed.
ICT Hub

Program for the North Far North region to improve ICT education. This program puts on Cybersecurity summer camps and competitions through NorCal Cyber: https://www.norcalcyber.org/

PARTNERS INVOLVED: Butte College & K12

Challenges

1. Work Based Learning
   We need more work-based learning opportunities to ensure more employment for our community college students.

2. Job Placement
   Finding jobs for students who complete programs is a challenge we are addressing.

3. Responding to Employer workforce needs
   Our local employers need the Community Colleges to respond better to their talent and workforce needs.

Opportunities

1. Connection and Collaboration between all organizations serving workforce development
   We have an opportunity to create better connections and collaborations between all organizations that serve workforce development including, K12, Community College, University, Job Placement Agencies, Training Centers, Chambers, etc.

2. Engagement with tech industry businesses
   Utilize existing partnerships like growTECH and Grow Manufacturing to improve responsiveness to industry workforce needs and bridge gaps with other community organizations and education partners to improve talent development and job placement. Increase job shadowing, work-based learning and internship opportunities to help ensure proper talent placement.
Northern Rural Training & Employment Consortium (NoRTEC)

**FOCUS:** Provide oversight, guidance and direction for the federal Workforce Investment and Opportunity Act (WIOA) in the 11-county region of Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama and Trinity Counties. NoRTEC’s mission is to develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of the region.

**WEB:** www.ncen.org

**Priority Projects**

**Collaboration, Common Case Management, Data Informed**

NoRTEC maintains close working relationships with core and non-core partners to ensure a strong network of resources and referrals is available to all customers, providing the best access possible to employment, training, education, and supportive services.

Local partner meetings are held each week to discuss partner activities and to ensure non-duplication of services. NoRTEC and its partners will continue to plan, coordinate, and provide services in an integrated manner to maximize the utilization of resources and assure there will be no “wrong door” for customers seeking services from the system.

Job Seekers

Provide person-centered career and supportive services for job seekers, NoRTEC and its partners are continually working on ways to provide low cost, effective training platforms, such as customized training and OJTs, to meet the needs of employers and job seekers throughout the region of service delivery, including:

- Virtual job fairs
- Survey of job seekers *why not taking a job*
- Wrap around services, working closely with social services on candidates and providing more services
- Virtual Premier Platform for Job Fairs
- Rapid Response and layoff Aversion

Businesses

Business Services Representatives working directly with business to identify labor needs as well as other business needs. BSR are part of bigger network of service providers that call on and assistance businesses.

Next Generation Industry Sector Partnerships (Next Gen IPs), is a key initiative begin implemented throughout the region. Sector strategies to coordinate and align workforce, education, economic development, and other public and community partners to support an industry with the partnership of businesses from the same industry and in a shared labor market. Region service provider partners to address the overall competitiveness needs of the that industry. Current four industry sectors:

- Rural Healthcare Collaborative (Northern Rural Counties)
- Grow Manufacturing Partnership (Butte & Shasta)
- Tech Connection/Connected Communities Digital Media Partnership (Nevada County) and Chicostart IT Partnership (Butte)
- Tourism (Siskiyou)

Address “lack of workforce” challenge as economy reopens

Post-COVID focus pivots to helping businesses find candidates to fill positions to achieve “re-opening”. The AJCC are working directly with businesses on new methods to recruit candidates and filling open positions.

Plan will be to work with partners on creating new talent pipelines, reaching possible new candidates that will require more wrap-around services; and creating flexibility for workers and address constraints that are keeping traditional labor force (e.g., spouse) from re-entering the workforce, such as, child care.

Challenges

1. Lack of Workforce

Lack of interested job applicants for hundreds of job openings and lack of skilled workers in critical industry sectors.
2. WIOA Funding

NoRTEC should be a key player in addressing the issues and finding solutions working with both job seekers and businesses on their critical issues, individually and as a sector(s) to help with recovery. The region is still facing the disruption of the numerous fires and a major prison closure.

NoRTEC services 11-counties the recent 2021-22 funding WIOA funding from the state was cut by 15-20%. Doing more will less funding will be a major challenge.

Opportunities

1. Funding

Potential one-time funds from American Rescue Plan will back-fill funding gaps.

2. Partner Leverage

Collaboration to identify new strategies in reaching new candidates, deepen conversations on identifying candidates (such as prison to employment), wrap-around services, reaching high school students to inform and provide early vocational training, discuss new opportunities in expanding Forest Management.
North State Planning and Development Collective – CSU, Chico

**FOCUS:** Center for Economic Development and its sister agency, the Geographical Information Center (GIC – established in 1988). The NSPDC provides services and resources to the region’s businesses, governments, and residents by pairing GIS mapping services and broadband infrastructure support with economic development research, surveying, analysis, planning and implementation throughout the state of California. Additionally, the NSPDC is the lead agency for the Northeastern and Upstate California Connect Consortia providing support for broadband infrastructure projects and adoption and access initiatives rural communities. The NSPDC’s mission is academic, community-focused and service oriented.

Service region (California State University, Chico’s 12-counties): Butte, Colusa, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, Sutter, Tehama, Trinity, and Yuba. Services provided and projects implemented are not limited to this area

**WEB:** [www.nspdc.csuchico.edu](http://www.nspdc.csuchico.edu)
Priority Projects

**Mapping Critical Cluster Skill Set, Education and Pathways**

The CED surveyed business owners within the Agriculture and Manufacturing, Business/Entrepreneurship, Computer Information Systems, and Forest Management industries to find out the most critical and hardest to fill positions. Respondents were also asked to identify the skill sets and level of education that are required for the critical positions. The CED used this interview/survey data to determine the top critical positions (regional to statewide) within the industry sector(s). Relevant educational programs (high school, CTE, community college and university) within the region were identified and inventoried. Information regarding program duration, cost, and pre-requisites was collected, as well as contact information for program staff. Information about current job openings and projected growth was obtained from Emsi and included. The deliverable for this project was an interactive and filterable Tableau dashboard for visualization of the compiled workforce and educational data.

**PARTNERS INVOLVED:** Center for Economic Development, NoRTEC, California Community Colleges Regional Directors

**Broadband Deployment**

The Northeastern and Upstate California Connect Consortia is composed of members from Butte, Colusa, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, and Tehama Counties and led by The Geographical Information Center at California State University Chico.

The consortium, a program of the California Public Utilities Commission, is focused on improving broadband availability and performance within its region through information sharing, assessment of current broadband performance, incorporation of broadband into local government planning and procedures, developing partnerships and collaborating to generate broadband infrastructure proposals, generating strategic broadband plans, and recommending policies for broadband expansion. The NECCC and UCCC will seek to leverage multiple broadband activities with resources to expand the coverage and quality of broadband in the region.

- Establish a base of information that is shared between consortium members and collaborators that will support broadband expansion across the region.
- Conduct broadband performance measurements to assess capacity to serve economic development, civic engagement, education and health services.
- Support telecommunications service providers in submitting successful proposals to the California Advanced Services Fund and other funding opportunities in implementing subsequent projects.
- Achieve local government adoption of policies, ordinances and regulatory procedures that support broadband expansion across the region.
- Collaborate with the California Telehealth Network to engage the region’s healthcare providers, senior support groups and other stakeholders with the services and benefits from the CTN.
Provide information exchange and local stakeholder forums to maximize the potential for broadband expansion across the region.

PARTNERS INVOLVED: Internet Service Providers, City/Town/County Jurisdictions, State and Federal Policy Makers, State and Federal Funding Agencies

3D Concrete Housing Printing

Emergent 3D is a construction company based in Redding, CA, deploying cutting-edge construction robotics to create beautiful, dignifying, fire resistant and eco-friendly homes and commercial buildings. 3D printing technology opens up greater design possibilities versus traditional stick-framed construction, is available on-demand allowing for rapid on-site build times and is extremely efficient due to the design and 3D printed concrete material.

Matthew Gile, the CEO of Emergent 3D says, “In the 21st-Century, with the technology and resources available to humanity, a global housing crisis should not exist. Emergent 3D will create homes in a fraction of the time of traditional construction, so that everyone has the opportunity to live in a beautiful, safe, dignifying and affordable place called home.”

Emergent 3D homes will meet and will be permitted under the CA 2020 Building Code.

Emergent 3D is partnering with CSU, Chico with the goal of purchasing the 3-D printer to provide curriculum and training development for CSU, Chico students. The 3-D printer will partner with local affordable housing development programs to provide in-the-field training opportunities under the guidance of construction experts.

PARTNERS INVOLVED: CSU, Chico, North State Planning and Development Collective, Emergent 3D

Challenges

1. Regional: Lack of Broadband Infrastructure
2. Regional: Disaster Preparation and Recovery: Fire and Water Management
3. Regional: Workforce Capacity
Opportunities

1. Regional: RDOF, Private/Public Partnerships between local jurisdictions and ISPs

2. Regional: Funding for capacity building, resiliency strategies, water management and storage programs

3. Regional: Identify industry-based critical skills and talents needed to develop curriculum and training programs to upskill and cross train current and future employees
North Valley Community Foundation

FOCUS: Philanthropy
WEB: www.nvcf.org

Priority Projects

Grantmaking
One of primary roles is to provide grants for Camp Fire Recovery and COVID-19 impacts. As part of the CEDS, we envision using small grants to help incentivize the implementation of collective goals outlined in the strategy.

PARTNERS INVOLVED: Sierra Nevada Brewing Co.

Neutral Convening
As part of our commitment to community leadership, we can be a neutral convener around multi-partner collaboration as well as provide tools to better foster collaboration around complex issues.

Health & Wellbeing
Through our Thrive program, we are addressing key impacts around ACEs and social determinants of health. This program facilitates collaborative conversations around complex social issues such as around youth mental health and suicide, mental health task force, etc.

PARTNERS INVOLVED: BCOE, Boys & Girls Club, Behavioral Health, Butte College, Chico State, First 5 Commission, Northern Valley Catholic Social Services, Public Health

Leadership Development
NVCF is launching a leadership development initiative around equipping emerging leaders centered around developing practices of collaboration, critical thinking and self-awareness.

PARTNERS INVOLVED: Collaborative Commons, MC2, Chico State, Butte College, City of Chico, Butte County
Challenges

1. **Leadership Capacity**
   The complex issues that communities face require a new set of skills and collaborative practices beyond the fragmented and toxic environment too often present.

2. **Health & Wellness**
   The trauma our communities have endured over the last several years on top of a culture of trauma understood through adverse childhood experiences require us to address these impacts head on and create pathways to greater health and wellbeing.

3. **Lack of a Regional Strategic Roadmap**
   Our counties and municipalities are too often fragmented and fending for themselves and requires our communities to work together on a level we haven’t yet done. We need greater regional leadership. A collective, regional roadmap with significant participation and leadership will be needed to take us to the next era of economic growth and resilience.

Opportunities

1. **National Spotlight**
   Unfortunately, due to the traumatic events of our region and the spotlight on major disasters, we have an opportunity with federal and state funding agencies and private funders to leverage our community’s needs for the type of funding that previously was elusive.

2. **Collaborative Leadership**
   In our communities, in recent years, we have practiced working together on an unprecedented scale. We have an opportunity to develop better collaboration practices and to make this a regional value of leadership. NVCF is investing in tools to make this a stronger practice for our region in both leadership development and in health & wellness initiatives.

3. **Resilience**
   We know that adversity can build stronger resilience to meet future disasters. This opportunity to become stronger needs to be cultivated. Our communities is at a crossroads to learn from the lessons of our traumatic events and create systems that will be stronger. This will require a region-wide framework to do this together.
Paradise Ridge Chamber of Commerce

FOCUS: Business Support
WEB: paradisechamber.com

Priority Projects

Paradise Ridge Marketplace
Online marketplace and business profiles.
PARTNERS INVOLVED: Paradise Rotary Foundation, member businesses of the Paradise Ridge Chamber of Commerce

Advocacy
Foster the local economy by cultivating the policies, programs and culture in which business can thrive.
PARTNERS INVOLVED: Town of Paradise, Upper Ridge Community Council, County of Butte, elected officials, local businesses

Promotion
Support the rebuild by providing visibility to members and fostering an attractive, family friendly community.
PARTNERS INVOLVED: Town of Paradise, Upper Ridge Community Council, local businesses, Rebuild Paradise Foundation, construction partners

Challenges

1. Workforce
Many of our businesses face difficulty attracting and maintaining workforce due to housing shortage.

2. Funding
Dual disasters have left our businesses short of funding, with government assistance failing to address needs.

3. Unstable commercial environment
Businesses are struggling to adapt to the new post-disaster economy on the Ridge.
## Opportunities

1. **Branding**

   With community input, reinvent and rebrand to “rec & tech” model, attracting telecommuters as “new pioneers.”

2. **Economic Development**

   Develop economic development strategies with local, regional and private sector partners.

3. **Strengthen Partnerships**

   Leverage new energy and organizations on the Upper Ridge.
Rural County Representatives of California (RCRC)

**FOCUS:** RCRC staff work with network of county economic development professionals to support or catalyze programs and projects that result in job creation and investment opportunities.

**WEB:** RCRCnet.org

## Priority Projects

### Traditional Economic Development Assistance

Assisting and supporting business development, supporting local economic development efforts and assisting to access funding and regional infrastructure projects.

### Industry-Specific Economic Development

1. **Forest Resiliency.** Purpose of program is to protect communities and the environment. Stated Golden State Natural Resource 501c3, obtained 20 year Master Stewardship Agreement with US Forestry. Will work with county entities on federal lands to remove forest biomass, thin forest – remove to processing facilities to make value-added product – pellets to be sold on the market. There could be multiple sites through California. The facilities could also handle ag and green waste.

2. **Rural Highspeed Broadband.** Utilizing Golden State Financing (JPA) apply on behalf of 26 counties to EDA to develop strategic plan for the broadband deployment – info sharing, capacity building, workshops for municipal-owned broadband. JPA would issue bonds. Work with Utopia Fiber Salt Lake City.

3. **Critical Infrastructure.** Exploring innovative funding programs and options to assist with project financing, funding pools, permitting and feasibility studies. Focus on EV as initial phase, then investigate potential with microgrids.
Challenges

1. **Local Capacity**  
   Many of our rural counties lack the staffing capacity to take advantage of opportunities that may present themselves via state and/or federal funding opportunities. The ability/capacity to provide local match to state and/or federal funding opportunities may be an impediment, as well.

2. **Economic Diversification**  
   Many of our counties are largely reliant on or impacted by the natural resources located in their areas. Reliance could result in economies based largely on tourism, agriculture, water (lakes, rivers, ocean), which are greatly impacted by outside forces like droughts, pandemics, and catastrophic wildfires. Those counties that are largely comprised of land owned and managed by the state or departments of the federal government (USFS, Dept. of Interior, State Parks, etc.), do not have the ability to control their own destiny in the maintenance and reduction of (fire and other) risks associated with public sector actions or inactions.

3. **Housing Availability and Affordability**  
   Rural counties do not have adequate housing stock for residents/workforce and/or prices of existing housing stock has soared to record levels due to migration into rural California. Affordable and ample housing is a challenge.

Opportunities

1. **Create Capacity**  
   By taking advantage of grant opportunities where RCRC can “pool” counties in a single application and serve as the grant writer and administrator, we hope to increase the accessibility of state and federal funding to rural county projects – with a particular focus on infrastructure opportunities.

2. **Economic Diversification – Broadband**  
   Diversification of base economies in member counties would allow for improved economic stability at the local level. Broadband could/will play a big role in successful economic diversification. Access to reliable, robust broadband would allow existing business the ability to access the global marketplace; it would allow business recruitment efforts to broaden targets to include businesses that MUST HAVE access to reliable, robust broadband – thus broadening the job categories and career paths available to local workforce participants.
3. **Reduce Risk of Catastrophic Wildfires**

Execute on a program of work that will reduce the risk of catastrophic wildfires by reducing the amount of low-to-no value biomass in the forests of California. The material will be used to make a commercialized product that will be sold to existing markets abroad. The result not only reduces the risk of wildfire, it creates economic development via the creation of jobs and investment in rural communities; improves the quality and quantity of water; and protects flora and fauna from the impact of catastrophic fire events.
Shasta College

FOCUS: Skills Training – Certificate & Degree Programs: Forest Sector.

WEB: www.shastacollege.edu

Priority Projects

Heavy Equipment Logging Operations certificate (HELO)

Industry-recognized certificate for logging equipment operators; cert includes Commercial Driver’s License (CDL) Class A/B training with at least one section being offered each semester in Tehama County since Fall 2019. Additionally, other courses in the certificate are dual-enrolled with Red Bluff High School and Corning High School.

PARTNERS INVOLVED: Sierra Cascade Logging Conference, Loggers Association of Northern California, Associated California Loggers, Sierra Pacific Industries, Sierra Pacific Windows, Lepage Company, Creekside Logging, Peterson Timber, Chris Peterson Logging, Wheeler Logging, Hat Creek Construction, Tehama County Fairgrounds, SMART Business Center, Job Training Center

California Registered Apprenticeship for Logging & Forest Workers

Industry-developed, industry-driven non-traditional 2-year apprenticeship program including 272 hrs Related Supplemental Instruction (RSI) and 3,000 hrs on-the-job training (OJT.) Initial cohort of apprentices being enrolled with Lepage Company in Red Bluff.

PARTNERS INVOLVED: Sierra Cascade Logging Conference, Associated California Loggers, Sierra Pacific Industries, Creekside Logging, Peterson Timber, Chris Peterson Logging, Lepage Company, SMART Business Center, Job Training Center

Forest Science Tech AS

Students completing the AS degree in Forest Science and Technology will be well-prepared for a position (seasonal or permanent) as a forestry technician.

Students completing the AS degree in Forest Science and Technology, with the addition of CSU GE courses, will be well-prepared to transfer to a 4-yr degree at Humboldt State, Cal Poly SLO, or other out-of-state institutions such as OSU or University of Idaho.

Some required courses dual-enrolled at Red Bluff High School and Corning High School.
Natural Resources Certificate

Students completing the AS degree in Forest Science and Technology will be well-prepared for seasonal employment with the Federal Government, a State Agency, or a Private Company in a field related to Forestry & Natural Resources.

One required course dual-enrolled at Corning High School.

Challenges

1. In regards to equipment operations, capacity to bring instructional heavy equipment into Tehama County for local training is limited.

2. While the need for workforce in the forest sector is well-documented, the associated career pathways and living wage+ income opportunities are not widely known.

3. Enrollment.

Opportunities

1. Outreach regarding career pathways in the forest sector at both middle school and high school grade levels.

2. Increasing dual-enrollment at all Tehama County high schools.

3. Partnering with TCOE regarding adult education opportunities within forest sector career pathways.
Tri Counties Community Action Partnership

**FOCUS:** Nonprofit serving Glenn, Colusa and Trinity Counties.

**WEB:** /www.facebook.com/TCCAP.org

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**Priority Projects**

### Whole Person Care

The goal of the Wellness Resource Program is to reach out and engage community members across all segments of our population and provide connections to wrap-around services to improve their lives, especially addressing health-related needs. We are doing this through a Wellness Program Coordinator and Community Health Workers (CHWs) located in physician’s offices, operating as just one part of a health care team in Glenn County. We do more than just connect people to care — we help them identify and address what prevents them from getting care.

Overall, the Wellness Resource Program aims to identify community needs, barriers and service gaps, and seeks to address them through collaboration with partner organizations to offer the best client-centered, trauma-informed services to our community.

**PARTNERS:** Community Action Department, Glenn County, Public Health Institute

### ACES Aware and ACES efforts

As one of the first projects undertaken by our new nonprofit organization, we have partnered on a pilot program, connecting families with ACES children to resources. Our organization is partnering to build awareness, and implement healing strategies to counter the long term impacts of childhood adversity on both youth and adults. The goal is improved health and behavioral outcomes. We have introduced community health workers inside physician’s offices and are exploring a standardized training (workforce development) approach that can be used across the region. We hope the project will provide outcomes of improved physical and mental health, improved quality of life and extended life expectancy for the youth by connecting the family to resources as early as possible.

**PARTNERS INVOLVED:** Regional county partners in Northern ACES Collaborative includes, Tehama, Butte, Shasta, Glenn, Colusa. Local collaboration includes physicians, schools, Tri-Counties Community Action (CBO).
Housing Development Partnership has applied for funding with USDA to determine feasibility of rapid home building methods with an emphasis on 3D home printing. The need for housing is critical in region after the Camp Fire. Achieving housing construction is closely tied to also having a construction/trades workforce.

PARTNERS INVOLVED: USDA, North State Planning and Development Collective
Additional partners will include Habitat for Humanity, Town of Paradise, private consultants, etc.

Challenges

1. **Opportunity Identification**
   Ability to evaluate what is needed in community and then find resources to make a difference. Communication has been key to finding where we “fit” to be the most effective.

2. **Consistent Funding Levels**
   During this early, formative phase, we are always focused on staying afloat. We will be working on private donations as well as grant funding.

3. **Capacity**
   Building capacity through hired consultants while focusing on training staff and board.

Opportunities

1. **Rapid Response**
   Our freestanding nonprofit organization can be responsive much faster than governmental agencies. Glenn County had no local nonprofits that could quickly step up during times of need.

2. **Need**
   Demonstrated need in whole person care as well as meeting unique needs of varied populations.

3. **Whole Picture**
   With the diverse experiences and backgrounds of staff, consultants and Board members, our field of sight is wide.
Town of Paradise

**FOCUS:** Municipal organization serving the Town of Paradise.

**WEB:** www.townofparadise.com and www.makeitparadise.org

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**Priority Projects**

**Paradise Sewer Project**

The proposed project will provide a long-term solution for wastewater collection, transport and treatment from the properties identified in the proposed sewer service area, which is encompassed by Clark, Skyway and Pearson Rd to the City of Chico Water Pollution Control Plant. For more information, visit www.paradisesewer.com.

**PARTNERS INVOLVED:** City of Chico, Butte County, LAFCO, State Water Resources Control Board, State of California, HUD.

**Broadband**

The Town has completed a study determining the benefits of a Town-owned conduit in the Joint trench with PG&E, and communication companies. The next step is an RFI to gauge interest in the private sector for a partnership to provide an additional broadband connection provider to residents of Paradise.

**PARTNERS INVOLVED:** PG&E, Public-Private Partnership, private partner not identified yet.

**Non-Residential Market Study**

Through the EDA funded Transportation Master plan, the Town is utilizing a consultant to draft a non-residential market study to look at a supply/demand analysis, project impact of the sewer, as well as a development opportunity site map.

**PARTNERS INVOLVED:** EDA, Paradise Chamber of Commerce

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**Challenges**

1. **Commercial Property Availability**

Businesses interested in locating in Paradise have a hard time finding property to acquire because owners are hesitant to sell while waiting on the PG&E settlement, or because they are asking a price too high for the market.
2. Non-COVID related funding

While COVID has been the major disaster for every city in America, for Paradise, the Camp Fire is the most impactful disaster we have experienced. Funding for COVID impacts has been helpful, however we have many more businesses who are looking for funding to reopen after the fire who are not eligible for COVID funding because they were closed since Nov. 2018. We are actively seeking funding that is non-COVID related to help our new and returning businesses.

Opportunities

1. Fast-Growing Community

According to the Department of Finance, the Town of Paradise is the fastest growing community in California right now. While our population was heavily reduced after the Camp Fire, it is growing at a very rapid pace, expected to be around 75% of pre-fire population (20,000) within 10 years.

2. Sewer

Once the sewer is constructed, properties within the sewer service area will have the potential for uses that were not available before – restaurants, coffee shops, bakeries, hair and nail salons, multi-family housing etc.
Valley Contractors Exchange

**FOCUS:** Serving the building community by providing educational programs, safety programs, bidding information, legislative updates, networking opportunities, workforce development, and other related information and events for the construction industry to help its membership prosper in the northern California valley.

**WEB:** vceonline.com

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**Priority Projects**

**Construction Industry Workforce Initiative**

A mobile training unit that can travel to schools and communities in and around the burn scars to train potential workers in basic construction skills and safety to employ them in the Construction Industry.

**PARTNERS INVOLVED:** Butte County Office of Education, Boys and Girls Club of the North Valley, Butte Community College, Shasta Builders Exchange, and 300+ Construction Industry companies.

**Camp Fire Recovery**

Over 18,000 homes, businesses and other structures were lost in the Camp Fire. To date the Town of Paradise has received 1,149 Rebuild Permit Applications, and Butte County has received 385. That leaves the potential for over 16,500 additional structures to be rebuilt.

VCE is actively involved in the reconstruction aspects of Camp Fire Recovery by serving on the Camp Fire Collaborative Housing and Construction Task Force-tracking and disseminating rebuilding statistics, creating opportunities for homeowners looking to rebuild, contractors and sub contractors to network.

**PARTNERS INVOLVED:** Town of Paradise, Butte County, Chico Builders Association, Camp Fire Collaborative, Rebuild Paradise Foundation, Paradise Ridge Chamber of Commerce, and 300+ Construction Industry companies

**Online Plan Room Network**

Statewide access to construction projects out for bid.

**PARTNERS INVOLVED:** Golden State Plan Service which is made up of 26 Builders Exchanges and Associations throughout California and an audience of tens of thousands of licensed contractors and suppliers.
California Builders Alliance

Advocating for policies that make sense to Construction in the California Legislature, Contractors State License Board, and Federal Legislature.

PARTNERS INVOLVED: Numerous Builders Associations, Chambers of Commerce, Property Associations, and other Trade Associations throughout California

Challenges

1. Lack of Labor
   
   87% of our member companies can take on more work if they had enough employees on staff. This has plagued our industry for 20+ years and is exacerbated due to the recent fires and natural disasters.

2. Building Material Prices
   
   Material availability was stressed due to the level of rebuilding efforts after the Camp Fire. COVID as exacerbated this on the national and global level beyond anything our industry has experienced since the 1970’s.

3. Availability of Trade Partners
   
   Trade Partners (aka Sub Contractors) in most residential trades are difficult to find and schedule.

Opportunities

1. Workforce Development
   
   Due to the high level of construction in our community, partnered with local populations rethinking their career goals due to Covid, we believe this an ideal time to educate and train our local populations about the vast and rewarding careers that encompass the construction industry.

2. 10-Year Construction Pipeline
   
   There is an unprecedented amount of construction slated over the next 10 years in the Butte County area – over $2B affordable housing, private housing development, facilities and infrastructure. Market demand is here and growing.

3. Public Policies that Promote Construction
   
   The construction industry has historically struggled with public perception and policies unfriendly to development. Due to the unfortunate recent fires and reconstruction needs, and the dependency of our local contracting companies to perform this work, the industry feels this is a good opportunity to shift public perception and policies.
City of Willows

FOCUS: Economic Development, Growth of City Population
WEB: www.cityofwillows.org

Priority Projects

Interconnection of Cal Water and South Willows Water System
The City of Willows is moving forward with transferring a city-owned well across from the Basin Street Industrial Park and proposed residential community to Cal Water to provide the water necessary for the expansion of the city's footprint.

PARTNERS: Cal Water and City of Willows

South Willows Residential
The City of Willows population needs to increase by 4,000 for the city and services to be maintained. Planned residential development of 400+ homes is approved and ready to go. Finding developers and infrastructure funding for the project has been challenging.

PARTNERS: Basin Street, Grant Management Associate, Impact Development Group

South Willows Light Industrial Park
The park project has been completed. Rumiano Cheese has constructed their new facility, and the search is on to site other manufacturers at the industrial park. Given Glenn County’s agricultural economy, co-packing, and cold storage, food manufacturers would find this an ideal location given its proximity to I-5. As part of the USDA RBDG, also looking to site secondary manufacturers for CalPlant’s MDF product at this location.

PARTNERS: Basin Street, EDA, HCD, 3CORE, USDA

Humboldt Street / Development around Interstate 5 Specific Plan
Overwhelming opportunity exists along N. Humboldt and Interstate 5. Recent demolition of old, unusable structures has taken place in the last year. Many properties are available and mapping existing infrastructure is underway as part of a project funded by a USDA RBDG. The project will move forward to create a development plan and vision that can be used as an attraction/marketing tool.

PARTNERS: USDA, EB3 Development, North State Planning and Development Collective, 3CORE
### Downtown Willows Tourism Project

A dedicated group of business owners met with the goal of increasing tourism and traffic through Willows. The lack of basic recreational facilities was determined to be a need that could bring groups and travel teams into the community, given the location of Willows (halfway between Redding and Sacramento) and bring more rural families into the downtown area. The group identified needs and prioritized which identified need would increase the traffic in the downtown area. A community recreational center located in the downtown area was identified as a priority need. Existing specialty recreational assets (motorsports, etc.) and previous efforts (outdoor recreation opportunity video) could be leveraged by the construction of such a facility.

**PARTNERS:** USDA, EB3 Development, North State Planning and Development Collective, 3CORE

### Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Resistance to Change</td>
<td>Community Support for development is difficult to cultivate. Private property owner support, especially on the part of absentee landowners is nearly impossible. Expense of feasibility/cost studies is prohibitive to development of the I-5 corridor.</td>
</tr>
<tr>
<td>2. Available Housing</td>
<td>As manufacturers and employment opportunities increase, the lack of workforce housing is forcing employees to commute rather than making Willows their home. Finding developers ready to partner to make a fully entitled development (Basin Street mentioned above in key projects) a reality has been difficult post Camp Fire. Plans are being modified in pursuit of infrastructure funding, which has been cited by the developers interviewed as the major issue.</td>
</tr>
<tr>
<td>3. Red Tape</td>
<td>State and Federal constraints on funding programs can cripple limited municipal staffs, both through access and reporting requirements.</td>
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### Opportunities

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Transitory Opportunity</td>
<td>I-5 presence brings continued development opportunities that will increase jobs, sales and occupancy tax, and a preferred siting location for firms that need proximity for shipping. Transient Occupancy Tax is already a major source of revenue for the City of Willows which indicates the I-5 corridor should be a focus area for continued development and infrastructure improvement.</td>
</tr>
</tbody>
</table>
2. Recreation/Tourism  Willows has a unique opportunity to be a destination city, given the wildlife, recreation, motorsports and as a central location between Redding and Sacramento for major sporting events.

3. Attitude  A welcoming, positive attitude on the part of the city has played a major role in the growth seen to date. The city’s mantra is “the answer is YES, now let us work with you to develop a successful project”. Willows is an organization that is willing to work with developers.
Appendix F – State of Recovery

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
3CORE District
EDA 2021-2026 CEDS

Existing Conditions
Pandemic Impact and Recovery Data

Robert Eyler, PhD
Economic Forensics and Analytics

eyler@econforensics.com
Presented July 6, 2021
Residential Employment Recovery, as of May 2021, Selected Counties and CA, Jan 2020 = 100, Post-COVID

Labor supply versus labor demand a major issue: holding up recovery (in Butte County primarily)
- Migration
- Unemployment benefits
- Retirements

Each of these lines needs to get to the red dotted line to return to pre-COVID 19 volumes of local residents that have a job.

Sources: California EDD, Bureau of Labor Statistics, and EFA
Continued Claims for Unemployment Insurance, Selected Counties and CA, Total Claims, Index Jan 2020 = 100 to May 2021

Why these data are important:
- They show lingering issues on the labor supply side
- We need to get these numbers back down to 100
- Notice Glenn County has fully recovered jobs but has 89.5% of the UI claims per month as it did in Jan 2020 as of May 2021.
- Notice Tehama has a relatively large number, which may explain the lack of available labor
- This is a major portion of the available workforce.

Sources: California EDD and EFA
Jobs at Tri-County Employers, COVID-19 Recovery Comparison to Great Recession Recovery, Change from Jan 2020 to May 2021

These data are jobs at local employers.

Still 4,280 jobs away from pre-COVID volume of workers (96.1% of Jan 2020)
- 4,400 of these jobs in Butte County (Glenn recovered as of May 2021)
- Butte CC and Chico State reopening in Fall 2021 should positively affect the Butte County numbers.
- It took 94 months for Tri-County area to recover lost jobs in Great Recession

Sources: California EDD, Bureau of Labor Statistics, and EFA
Changes in Employment by Industry, Tri-County Employers, Compared to Jan 2020 as of May 2021

These data show where most of the damage happened initially and remains.

- Leisure and hospitality likely to come back as Butte CC and Chico State reopen
- Same with some retail and other services
- Government employment a concern, some tied to education
- How much of these are retirements?

Sources: California EDD, Bureau of Labor Statistics, and EFA
Four major points here:
1. Much of the shock that remains is Butte County
2. Notice not really any shock after the Camp Fire
3. COVID-19 changes GRP to 2017 levels (basically lost three years of growth)
4. Assuming growth would have continued from 2019 to 2021 if COVID-19, the dotted line and the bracketed gap (*) is a $1.64 billion shortfall of GRP created by COVID-19 as of May 2021

1. This gap is the same as 1.25 the size of the entire Glenn County economy in 2019

Sources: Bureau of Economic Analysis and EFA
GRP by industry, Thousands of 2012 Dollars, Tri-County Area, Change from Jan 2020 to May 2021

Gaps follow industry job losses, but losses less pronounced than jobs due to household fiscal stimulus and PPP:

1. Allows wages to flow and purchases to be maintained
2. Production lower with smaller loss of worker incomes
3. GRP is the sum of all incomes in the area, primarily wage and salary income
4. Financial activities due to bank incomes falling from Jan 2020 levels (lower interest rates), approx. 27% of GRP in 2019
5. Government and the state budget***

Sources: Bureau of Economic Analysis and EFA
Taxable Sales, Percentage Change Jan 2020 to Dec 2020: Recovery in Tri-County Region, Less So Statewide

Note: “Other Retail Group” includes primarily internet sales taxed locally but not fitting an industry group

Sources: California Department of Tax and Fee Administration (CDTFA) and EFA
Jobs Scarring and Forecasts: Good News Generally

• Jobs Scarring: happens in every recession
  • Last time: construction and lending
  • This time: leisure and hospitality, retail, other services, government
  • Butte County still has a loss of population, labor force, and employment from Camp Fire in 2018

• National and State Forecasts and context
  • Low interest rates likely to persist, fiscal policy expansion coming to infrastructure
  • US economy on track to be back at Pre-COVID employment levels in late 2022 or early 2023
  • State budget looks good for now, CA forecasted to be back at pre-COVID 19 levels of employment by 2023
  • All predicted upon no more general closures and people going back to work: state, national, or international
The Future: Labor Force Forecasts
Thinking about Workforce Development

Labor Force in Tri-County Area, 2015-2030

- Labor Force can be seen as having four components:
  - Talent Pipeline (really about working families in the area)
  - Prime Workers, including new HS and college grads and college students
  - Experienced Workers (parents of the talent pipeline)
  - Retiring Soon (more senior workers)
- Loss of Talent Pipeline suggests demographic change in many ways

Sources: California Department of Finance and EFA
Labor Force (LF) Actuals and Forecasts, 2010-2030
LF Defined as Pop Aged 18 to 74, Aggregated by County and compared to CA, Jan 2020 = 100

Sources: California EDD and EFA
What the Labor Force and Talent Pipeline Data Say and Don’t Say

• What They Say
  • There has been a labor force contraction since April 2020 for multiple reasons
    • Retirement, Household choices due to school/daycare closures, UI benefits
  • Labor Force recovery to continue as economy opens and subsidies fade

• What They Don’t Say
  • Number of people from the pre-COVID labor force regionally that have left
  • Schools and child care re-opening should allow parents to go back to work
  • Occupations available in labor force: demand may not come back because local supply specific to a skill not available.
  • Types of workers that remain without work versus labor demand: job matching issues (classic workforce development concern)
Economic Recovery: Regional

Things to watch that data cannot easily answer

- Job openings in July 2021 – over 1,000 in the Job Centers (probably 50% of all job openings): not filling for various reasons
- Agriculture affected by drought generally
- Federal and state funding for economic recovery
  - Can communities apply for and manage grants with current capacity?
- Declining labor force: what can be done?
  - Is the workforce growing/shrinking? Expectations for near future?
  - Can we tell if women really have left the workforce?
  - Can we / how can we tell the number of workers we are losing to retirement?
  - Is the tight labor market going to loosen up or is this a structural change?
- Working from home: is this the new economic development?
- How clear are these forecasts and what happens if there are general closures again?
- GRP vs. Jobs, growth of GRP faster due to stimulus
  - Does this make the GRP recovery short-term if jobs do not come back?
  - What happens when fiscal stimulus stops?
Economic Recovery: Regional (cont.)

- Nuances of recovery
  - Focus on available labor force than anything else to 2024
  - Housing, housing, housing
  - Impact of the drought: regional farmers to take another hit
  - Will consumer spending return to local stores vs virtual markets?
  - Will downtowns (small businesses) recover?
  - Recapturing the visitor market
    - Butte Community College and Chico State University reopening helps due to returning enrollment and visitors
    - Government levels of employment: state budget may provide a windfall to Butte County
- Which industries need the most jobs now and which industry/jobs will help the economy recover?
- How many housing units, how fast, what household composition, water issues and hookup moratoria, does this affect forecast?
  - 8,600 more units than in 2020 by 2025 minimum in EPS study (project more homes than jobs)
  - Lower people per household expected: growth of workers?
Appendix G – Capital Projects

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
Capital Projects

An important part of the recovery efforts is ensuring that the quality and capacity of municipal infrastructure is sufficient to maintain and improve the economy and provide a safe environment for residents, workers, and businesses. Jurisdictions throughout the region are planning expand and improve municipal infrastructure so that the growing population is effectively and efficiently served, the necessary housing can be built, and new and expanding businesses can be accommodated.

Listed here are over $321 million of infrastructure and capital improvements throughout the district which will support job and economic growth and increase community resiliency and safety. These capital investment projects are identified as priorities by the tri-county jurisdictions; they are considered a priority because the project is or will soon be shovel-ready and requests for funding have been made or are anticipated in the next three to five years.

### PRIORITY PROJECT DESCRIPTIONS BY JURISDICTION

#### BUTTE COUNTY

**STATE ROUTE 70 WIDENING** project entails widening SR 70 from two lanes to four between Cox Lane and Ophir Road. This project will increase capacity and safety in support of approved and planned development in Butte County and the growing economic sectors along the corridor. Improved travel times and reduced congestion will facilitate more efficient movement of goods and people.

**INTERSECTION IMPROVEMENT.** Improvements at Pentz and Durham Pentz Roads.

**BIKE LANE.** Phase 2 of Neal Road reconstruction with Class II bike lane 4.7 miles east of SR 99 to Paradise town limits.

**ORO-BANGOR HIGHWAY RECONSTRUCTION.** Phase IV of project is from Swedes Flat Road to 1500′ n/o North Honcut Creek; reconstruction of existing two-lane roadway.

**SOUTHGATE AVENUE EXTENTION** from State Route 99 to Midway La Porte Road. Reconstruction of existing two-lane roadway up to 3.6 miles west of Oroville.

**COHASSET ROAD RECONSTRUCTION.** 1992 reconstruction of existing two-lane roadway.

**KEEFER ROAD RECONSTRUCTION** from Hicks Lane to Cohasset Road, existing two-lane roadway.

**SKYWAY WIDENING.** Phase I consists of Coutolenc Road to South Park Drive, roadway reconstruction and widening to four lanes.

**SPEEDWAY AVENUE.** Reconstruction and extension Midway to Entler Avenue, two-lane roadway.

#### CITY OF BIGGS

**WATER TANK.** Construction of a 1.5-million-gallon tank for above-ground water storage. Estimate $6 million
<table>
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<tr>
<th>Priority Project Description by Jurisdiction</th>
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<tr>
<td><strong>SEWER IMPROVEMENTS.</strong> To support population and business growth, City is planning sewer line replacements, ground water intrusion study, sewer plant improvements and upgrades to expand capacity and improve discharge, treatment. Estimate $15 million</td>
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<tr>
<td><strong>CITY OF CHICO</strong></td>
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<tr>
<td>COHASSET ROAD WIDENING to municipal airport and improve broadband service and capacity for employers at and around airport business park. Estimate $11 million</td>
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<tr>
<td>HEGAN LANE BUSINESS PARK. To relieve congestion around Hegan Lane Business Park, the largest employment center in the city, the project will 1) improve circulation on Hegan Lane/Midway, 2) create potential for a new connection from the Park/East Park Avenue intersection to the end of Otterson Drive, and 3) facilitate additional development in the park that is stifled because of the congestion. City has received about $6.9 million in funding, remaining need is approximately $9.6 million. Preliminary design concepts are scheduled to be presented to Council in October 2021. The Environmental and Design phase is expected to start soon after and construction beginning in Spring of 2025. Estimate $16.5 million</td>
</tr>
<tr>
<td>SR 32 WIDENING (PHASE 3) to four lanes to Yosemite Drive. This area serves the ridge communities of Forest Ranch and Butte Meadows where many employees of Chico employment centers live. This project would reduce roadway congestion and safety hazards. NEPA and CEQA are completed. To date the city has expended approximately $1 million of local funding on the design, right-of-way, and environmental phases. Additional $9.6 million would fund construction which can be expected to start in Spring 2023. Estimate $9.6 million</td>
</tr>
<tr>
<td>INTELLIGENT TRANSPORTATION SYSTEM (ITS). Upgrade city’s traffic signal network to a modern adaptive system that is responsive to traffic demands and unique events, such as disasters. The new system would reduce travel delays associated with more traditional traffic signal operations and reduce GHG emissions by 20% to 50%. An ITS enhances the movement of goods for employers, safety, and travel time of employees, and gives public safety and transit preferential access as they near intersections. Estimate $10.5 million</td>
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<tr>
<td><strong>CITY OF CORNING</strong></td>
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<tr>
<td>I5 OVERPASS. Phase 2 of the South Avenue / I5 overcrossing.</td>
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<tr>
<td>SR 99W. Context sensitive solutions project including CG&amp;S, pedestrian, bicycle, and aesthetic improvements for 99W between Solano and South Avenue</td>
</tr>
<tr>
<td><strong>CITY OF GRIDLEY</strong></td>
</tr>
<tr>
<td>STATE ROUTE 99 community corridor improvement project from Hollis Lane to north of Ford Avenue is planned in association with Butte County Association of Governments (BCAG) and CalTrans. Project will rehabilitate pavement and drainage systems, upgrade Transportation Management System (TMS) elements, install decorative lighting systems, and expand eight-foot sidewalks, and add trees and planters.</td>
</tr>
<tr>
<td>GRIDLEY INDUSTRIAL PARK SOCCER SPORTS COMPLEX. Develop two regulation soccer fields and associated sports complex facilities at the City-owned section of the industrial park to enhance athletic and public use.</td>
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# PRIORITY PROJECT DESCRIPTIONS BY JURISDICTION

## CITY OF OROVILLE

### DOWNTOWN MODERNIZATION.

Streetscaping, sidewalk renovations and new, infrastructure in downtown planned for 2022. Downtown has lost retail, services, and lodging investment to newer development areas. The city and economic development partners have invested and supported a Business Investment District (BID) and an active Oroville Downtown Business Association. The physical infrastructure improvements will help to revitalize the downtown and encourage private investment. Estimate $1.5 million

### NORTH OROVILLE SEWER.

Significant infiltration and inflow which limits sewer treatment capacity. Study is underway now, repairs and improvements over next five years will help in preparing the area for job-creating industry. Estimate $3.5 million

### SEWER EXTENSION

South across Ophir Road to promote industrial development on hundreds of acres of vacant land now zoned M-2 intensive industrial. Estimate $5 million

### SOUTH OROVILLE INFRASTRUCTURE

Project includes street repaving and reconstruction, sidewalk construction, and drainage corrections. Area is dominated by small lots and older, deteriorating or abandoned single family homes; lacks sidewalks and adequate storm drainage. Designated a federal Opportunity Zone it is home to many of the city’s most disadvantaged citizens, improvements will incorporate social justice principles. Estimate $4.5 million

## CITY OF ORLAND

### WALKER/SR 32 STREETSCAPES.

This section of SR 32 is heavily congested, has poor drainage, and lacks ADA accessibility. Design work is complete to improve public safety by transforming a section of State Highway 32 that runs through the city’s business district into a walkable, attractive, functional highway and shopping district. Parking reconfiguration, safety upgrades, and art are also included in the project plans. Estimate $8 million

### MULTI-TENANT SIGN.

As an alternative to the continued proliferation of lollipop signs along the freeway, City and local businesses are interested in having a large multi-tenant sign on the freeway announcing to travelers that they have reached Orland and promoting services at the two interchanges. The City has completed some of the preliminary work and CalTrans requirements i.e., business centers are established at interchanges and city code revised to include an option for large multi-tenant signs. Estimate $500,000

### OVERPASS WIDENING.

Pending development at Commerce Plaza will require a traffic signal and increases the need to widen the undersized overpass of SR32 over I-5. Widening CR16 overpass over I-5 has also been identified as a need, as this is a target area for Orland’s future growth and will serve the new Butte Community College Glenn Center Campus. Estimate $9 million

### EMERGENCY WELL.

A new emergency drinking well to be installed in southeast Orland.

### PUBLIC SAFETY.

The city has acquired land to construct a new public safety building, well, and water storage facility.

## CITY OF GRIDLEY

### DOWNTOWN GRIDLEY ARCHITECTURAL REVITALIZATION.

Enhance historical architectural aesthetics of downtown Gridley using incentives and partnerships with building owners to create greater continuity of historic buildings and features.
### PRIORITY PROJECT DESCRIPTIONS BY JURISDICTION

**OROVILLE CONVENTION CENTER.** Refurbishing the convention center will help revitalize the downtown area and the visitor attraction efforts that have suffered due to COVID-19 travel restrictions. Estimate $1.5 million

**CITY OF WILLOWS**

**HUMBOLDT STREET.** Tremendous opportunity exists along North Humboldt Street and Interstate 5. Many properties are available and mapping existing infrastructure is underway as part of a project funded by a USDA RBDG. The project will continue to move forward resulting in a development plan.

**GLENN COUNTY**

**BRIDGES.** A total of 47 bridges are identified as needing replacement. Twelve are planned for the next three to five years. Estimate $39.8 million (12) Estimate $165.9 million (total).

**ROADWAY IMPROVEMENTS.** Over 305 miles of roadway improvements identified.

**AIRPORT.** Improvements include taxiway design and construction, runway safety improvements, security fencing, apron drainage and pavement rehab, and conditions study. Estimate $850,000

**PARADISE PARKS & RECREATION DISTRICT**

**LOOP TRAIL.** Trail connecting Paradise Lake and Magalia. Plan includes fuels reduction buffers, fire breaks, parking lot, restrooms, and signage. Estimate $1 million

**PARK IMPROVEMENTS.** Construction and improvement plans were generated with input at over 20 community meetings; new outdoor structure(s) for events, commercial kitchen, farmer’s market, ball field, amphitheater, play areas, small classroom, bike skills course, climbing wall, trail bed improvements, links to 15-mile bike loop, shade, fire break, boat dock, kayak rentals, parking lot, ramp park. Estimate $12 million

**TOWN OF PARADISE**

**SEWER.** Environmental studies currently underway, anticipate EIR and final certification by 2022. Estimate $2 million

**SEWER.** Permitting and approvals (2023), final design phase and right of way acquisition (2024), construction (2024-25). Estimate $30 million

**ROAD EXTENSIONS.** Roe Road: provides two-way left turn lane, wide shoulders, and Class I path. Elliott Road: establishes cross-town connection between Sawmill Road and Pentz Road, a primary evacuation route. Estimate $67.3 million

**ROAD WIDENINGS.** Four roads slated for widening, adding center turn lane, wider shoulders, multi-use pathways, Upper Skyway from Billie Road to Pentz Road; Upper Clark from Wagstaff Road to Skyway; Pentz Road between town limits; Neal Road between Skyway and town limits. Estimate $76.7 million

**SKYWAY CONNECTIVITY.** Five segments of sidewalk infill with 4,255 and 3,165 feet of bike lanes; east and west sides of Skyway between Billie Road and Wagstaff Road. Estimate $4.6 million

**FUNDED RECOVERY PROJECTS** include a transportation master plan that incorporates improvements to evacuation routes, roadway widths, eliminates ditches, and adds directional and message signs; among other funded projects are emergency operations plan update; early warning system throughout the town that includes sirens, text messages, voice messages; final phase of burnt trees removal; hazardous fuel reduction; road improvements Estimate $34.3 million
<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glenn County, City of Orland, City of Willows, City of Corning</td>
<td><strong>INTERSTATE 5 CORRIDOR REGIONAL PROJECT.</strong> Water and sewer will be installed under the freeway to accommodate opportunities for job-creating development on the west side of the I5 Corridor that would benefit Glenn County and the Cities of Orland, Willows, and Corning. Improvements are also needed at intersections/exit ramps to accommodate commercial development and manage traffic flow.</td>
</tr>
<tr>
<td>City of Orland, Glenn County</td>
<td><strong>WATER AND SEWER.</strong> City and county have experienced population growth post Camp Fire and anticipate continued growth. City recently replaced sewer lines to the treatment facility southeast of Orland to better serve residents and to add capacity for new housing units under construction. This is an ongoing project that includes monitoring water and sewer facilities and expanding the system as the city and county population grows. If the City can increase water and sewer capacity, there is a potential for a partnership with Glenn County to extend service to county residents.</td>
</tr>
</tbody>
</table>
Appendix H – Opportunity Zone Prospectus

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
PROSPECTUS

Investment Opportunities in Orland, California

Opportunity Zones along the I-5 Corridor in Northern California
TABLE OF CONTENTS

3  I-5 Corridor
4  About Orland
5  Community Indicators
6  Key Development Sites
16  About Opportunity Zones

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I-5 CORRIDOR

The West Coast’s major transportation lifeline

WHY LOCATE ALONG I-5?

Midway between Portland and Los Angeles lies a region that caters to travelers and truckers on the busy I-5 Corridor, as well as supplying nut, fruit, and dairy products to a hungry world. The location is attracting fresh interest from investors and urban exiles who desire a lower cost small town environment that’s friendly while still providing ample space between neighbors.

“With quality agricultural products and close access to food processing facilities and distribution channels, this region is perfectly suited to focus on providing value-added food products to serve both regional and global markets.”

DON SCHJELDAHL
SITE SELECTION SPECIALIST WITH DSGADVISORS
ABOUT ORLAND, CA

Located at the hub of Hwy 32 and I-5, with quick, convenient access to the North State’s largest city, Orland’s affordable homes and small town vibe are attracting new transplants. Orland experienced a growth spurt after the 2018 Camp Fire in nearby Butte County caused a housing shortage for regional employees. Chico (20 miles west) is an easy commute.

The “Queen Bee Capital” ships almost half a million bees around the world and has deep roots in agriculture/food production and building materials. Orland features a compact business district with space available for retail close to I-5 and larger industrial properties at the edge of town. Orland is actively working to bring new development to the area and has a historical commitment to housing.

Visit our story map for more information: https://tinyurl.com/go-i5-prospectus

ORLAND HIGHLIGHTS

Camp Fire (2018) caused many former Paradise residents to relocate their homes and businesses to Orland

Butte-Glenn Community College is expanding its presence in Orland with a new 13,700 SF facility (classrooms, science lab, computer labs, conference and training rooms).

California Northern Railroad (CFNR) connects with Union Pacific in Davis, CA

Amazon Delivery Station, (Orland Airport Industrial Park)

Black Butte Lake draws additional visitor traffic

Cooperative City Manager and Economic Development Commission
COMMUNITY INDICATORS – ORLAND, CALIFORNIA

Following the Camp Fire in Butte County (Nov. 2018), Orland experienced a spike in population and home sales. The population grew 4.24% from 2018 to 2019 compared to 1.1% growth the year before. The median home sales price jumped from $241,250 (Nov. 2018) to $355,000 (Jan. 2020). By 2025, Orland’s population is expected to grow to 8,690. This represents annual growth of 0.42% from 2020.

Sources:
5. Peloton, pp. 23, 27 (SNVMLS).
6. Peloton, p. 9 (CA Dept. of Finance).
Key Development Sites

City of Orland, California
A total of 56 opportunity sites have been identified in Orland, based on existing property listings as of March 2020 and the input of City Staff. Those sites, shown above, are classified according to land uses. All properties and parcels located within the City of Orland are within a qualifying Opportunity Zone. Developments located in Opportunity Zones can increase investors’ return over time, as illustrated in the scenarios on the next few pages. There are two qualifying Opportunity Zone census tracts within this project area.

**CENSUS TRACT 101** includes all portions of Orland with the exception of properties on the west side of I-5.

**CENSUS TRACT 102** encompasses a much larger extent of Glenn County, extending north to the Tehama County border.

Three key development sites are highlighted on the next few pages, including development scenarios. More information about Opportunity Zones follows.
KEY DEVELOPMENT SITES IN ORLAND

The following three development sites in the City of Orland, were selected to assess the market conditions and financial feasibility to develop the sites based on a proposed use and market conditions found in the greater Orland area. What follows is an overview of each site, followed by financial feasibility summaries and assumptions to deliver a project to meet a specified rate of return (IRR). All sites are located in the Census Tract 101 Opportunity Zone.

1 ROYCE SITE (PAIGEWOOD WEST)
   Apartment development similar in scale and density to Paigewood apartments to the east.

2 SOUTH STREET COMMERCIAL
   Multiple commercial sites available along South Street.

3 PENBROOK SUBDIVISION
   Single-family subdivision already reviewed and with an active subdivision approval by the City.
### Featured Site

#### Paigeewood West (Royce Site)

**Location:**
West of existing Paigeewood Apartments

<table>
<thead>
<tr>
<th>APN</th>
<th>041-160-011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>Private</td>
</tr>
<tr>
<td>Acreage</td>
<td>6.5 Acres</td>
</tr>
<tr>
<td>Zoning</td>
<td>R-1 (Single-Family)</td>
</tr>
<tr>
<td>Development Issues</td>
<td>General Plan Amendment to change Zoning Designation</td>
</tr>
</tbody>
</table>

### Utilities:

<table>
<thead>
<tr>
<th>Water</th>
<th>8&quot; water main to east at Paigewood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wastewater</td>
<td>10&quot; sewer main to east at Paigewood</td>
</tr>
<tr>
<td>Stormwater</td>
<td>On-site storage likely through leach lines and leach field (similar to Paigewood)</td>
</tr>
</tbody>
</table>
SCENARIO: RENTAL APARTMENT

PAIGEWOOD WEST

6.0% Adjusted IRR on Project Cost

Disclaimer: All IRR scenarios and feasibility metrics presented in this prospectus assume certain business, economic, market and financial conditions assessed at a specific moment in time. Accordingly, actual market results may vary and as such the prospectus findings should be verified and due diligence performed when looking to specific development proposals and projects.

Specifications

<table>
<thead>
<tr>
<th>Site Location</th>
<th>West of Paigewood Apartments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>10 units per acre</td>
</tr>
<tr>
<td>Site Size</td>
<td>6.4 acres</td>
</tr>
<tr>
<td>Total Number of Units</td>
<td>64 units</td>
</tr>
<tr>
<td>Average Unit Size</td>
<td>1,000 SF</td>
</tr>
<tr>
<td>Average Number of Bedrooms</td>
<td>2.5 Bedrooms</td>
</tr>
</tbody>
</table>

Calculations

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales/Rents</td>
<td>$15.60</td>
<td>$15,600</td>
<td>$998,400</td>
</tr>
<tr>
<td>NOI</td>
<td></td>
<td>$10,700</td>
<td>$684,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEVELOPMENT COSTS</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Costs</td>
<td>$145</td>
<td>$145,000</td>
<td>$9,280,000</td>
</tr>
<tr>
<td>Land, Fees, Indirect Costs, Financing</td>
<td>$54</td>
<td>$54,148</td>
<td>$3,465,472</td>
</tr>
</tbody>
</table>

| TOTAL DEVELOPMENT COSTS  | $199   | $199,148 | $12,745,475 |
FEATURED SITE

SOUTH STREET COMMERCIAL

LOCATION: North side of South Street, bounded by 6th St and Cortina

<table>
<thead>
<tr>
<th>APN</th>
<th>040-270-025; 040-281-015; 040-281-016; 040-281-017; 040-282-003; 040-282-004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>Private</td>
</tr>
<tr>
<td>Acreage</td>
<td>6.6 Acres</td>
</tr>
<tr>
<td>Zoning</td>
<td>PD (Planned Development)</td>
</tr>
<tr>
<td>Development Issues</td>
<td>Multiple parcels available to develop. Portion recently purchased for affordable housing development</td>
</tr>
</tbody>
</table>

**UTILITIES:**

| Water                          | Available along all three sides of development. Existing 6” water main may need to be upgraded depending on user demand |
| Wastewater                     | Available along all three sides of development                                    |
| Stormwater                     | On-site storage likely through leach lines                                         |
SCENARIO: NEIGHBORHOOD RETAIL CENTER

SOUTH STREET COMMERCIAL

6.8% Adjusted IRR on Project Cost

Specifications

<table>
<thead>
<tr>
<th>Site Location</th>
<th>North side of South Street, bounded by 6th St and Cortina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor Area Ratio (FAR)</td>
<td>0.18 FAR</td>
</tr>
<tr>
<td>Site Size</td>
<td>6.6 acres</td>
</tr>
<tr>
<td>Gross Building Area</td>
<td>51,900 SF</td>
</tr>
<tr>
<td>Rentable Building Area</td>
<td>50,343 SF</td>
</tr>
<tr>
<td>Parking Ratio</td>
<td>3.33/1,000 SF (Surface Parking)</td>
</tr>
</tbody>
</table>

Calculations

<table>
<thead>
<tr>
<th>BASE RENT</th>
<th>Per SF</th>
<th>Rent/SF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchor</td>
<td>30,206</td>
<td>$15.00</td>
<td>60%</td>
</tr>
<tr>
<td>Drug and In-Line</td>
<td>20,137</td>
<td>$18.00</td>
<td>40%</td>
</tr>
</tbody>
</table>

| OPERATING INCOME | $16 | $815,600 |
| NOI              | $15 | $764,900 |

<table>
<thead>
<tr>
<th>DEVELOPMENT COSTS</th>
<th>Per SF</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Costs (including parking)</td>
<td>$163</td>
<td>$8,186,700</td>
</tr>
<tr>
<td>Land, Fees, TI, A &amp; E, Financing</td>
<td>$76</td>
<td>$3,843,300</td>
</tr>
</tbody>
</table>

| TOTAL DEVELOPMENT COSTS | $239   | $12,030,000 |

Disclaimer: All IRR scenarios and feasibility metrics presented in this prospectus assume certain business, economic, market and financial conditions assessed at a specific moment in time. Accordingly, actual market results may vary and as such the prospectus findings should be verified and due diligence performed when looking to specific development proposals and projects.
# Featured Site

## Penbrook Subdivision

**Location:** SW corner of E. South Street and Papst Avenue

<table>
<thead>
<tr>
<th>APN</th>
<th>041-262-028</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership</strong></td>
<td>Private</td>
</tr>
<tr>
<td><strong>Acreage</strong></td>
<td>5.7 Acres</td>
</tr>
<tr>
<td><strong>Zoning</strong></td>
<td>R-1 (Single-Family Detached)</td>
</tr>
<tr>
<td><strong>Development Issues</strong></td>
<td>Existing approvals for SF subdivision set to expire 9/2020. City Council set to approve extension to 9/2021</td>
</tr>
</tbody>
</table>

## Utilities:

<table>
<thead>
<tr>
<th><strong>Water</strong></th>
<th>As designed with subdivision, the water tied into E. South Street and looped through site</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wastewater</strong></td>
<td>Proposed design flowed south and east before connecting with an existing main in Papst Avenue located 600’ south</td>
</tr>
<tr>
<td><strong>Stormwater</strong></td>
<td>Storm drainage was piped northerly and then easterly with gravity storm drains before connecting to an open drainage channel to NE</td>
</tr>
</tbody>
</table>
## Specifications

<table>
<thead>
<tr>
<th>Site Location</th>
<th>E. South Street and Papst Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>4 units per acre</td>
</tr>
<tr>
<td>Site Size</td>
<td>5.75 acres</td>
</tr>
<tr>
<td>Total Number of Units</td>
<td>23 units</td>
</tr>
<tr>
<td>Average Unit Size</td>
<td>1,900 SF</td>
</tr>
<tr>
<td>Average Number of Bedrooms</td>
<td>3.25 Bedrooms</td>
</tr>
</tbody>
</table>

## Calculations

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales/Rents</td>
<td>$224</td>
<td>$425,000</td>
<td>$9,775,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEVELOPMENT COSTS</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Costs</td>
<td>$140</td>
<td>$266,000</td>
<td>$6,118,000</td>
</tr>
<tr>
<td>Land, Fees, Indirect Costs, Financing</td>
<td>$56</td>
<td>$107,170</td>
<td>$2,464,912</td>
</tr>
</tbody>
</table>

| TOTAL DEVELOPMENT COSTS | $196 | $373,170 | $8,582,910 |

**Opportunity Zone Note:** For-sale residential projects are not well-aligned with Opportunity Zone program because of the requirement to hold a development for 10 years to obtain maximum benefit from the OZ investment.
HYPOTHETICAL AFFORDABLE HOUSING PROJECT

100% Affordable Rental Units for 2.4 acre site

*This is a hypothetical case, not tied to a specific site.*

<table>
<thead>
<tr>
<th>Units</th>
<th>%</th>
<th>Avg SF</th>
<th>Total SF</th>
<th>Max Hsg Expense</th>
<th>Utility Allowance</th>
<th>Effective Rent</th>
<th>PSF</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% AMI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1BR</td>
<td>1</td>
<td>3%</td>
<td>700</td>
<td>700</td>
<td>$393</td>
<td>$59</td>
<td>$334</td>
<td>$0.48</td>
</tr>
<tr>
<td>2BR</td>
<td>2</td>
<td>6%</td>
<td>900</td>
<td>1,800</td>
<td>$472</td>
<td>$70</td>
<td>$402</td>
<td>$0.45</td>
</tr>
<tr>
<td>3BR</td>
<td>1</td>
<td>3%</td>
<td>1,100</td>
<td>1,100</td>
<td>$546</td>
<td>$86</td>
<td>$459</td>
<td>$0.42</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>4</td>
<td>11%</td>
<td>3,600</td>
<td></td>
<td>$19,164</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50% AMI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1BR</td>
<td>4</td>
<td>11%</td>
<td>700</td>
<td>2,800</td>
<td>$656</td>
<td>$59</td>
<td>$597</td>
<td>$0.85</td>
</tr>
<tr>
<td>2BR</td>
<td>7</td>
<td>19%</td>
<td>900</td>
<td>6,300</td>
<td>$787</td>
<td>$70</td>
<td>$717</td>
<td>$0.80</td>
</tr>
<tr>
<td>3BR</td>
<td>4</td>
<td>11%</td>
<td>1,100</td>
<td>4,400</td>
<td>$908</td>
<td>$86</td>
<td>$822</td>
<td>$0.75</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>15</td>
<td>42%</td>
<td>13,500</td>
<td></td>
<td>$128,340</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>60% AMI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1BR</td>
<td>2</td>
<td>6%</td>
<td>700</td>
<td>1,400</td>
<td>$707</td>
<td>$59</td>
<td>$728</td>
<td>$1.04</td>
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<tr>
<td>2BR</td>
<td>6</td>
<td>17%</td>
<td>900</td>
<td>5,400</td>
<td>$845</td>
<td>$70</td>
<td>$875</td>
<td>$0.97</td>
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<tr>
<td>3BR</td>
<td>3</td>
<td>8%</td>
<td>1,100</td>
<td>3,300</td>
<td>$1,090</td>
<td>$86</td>
<td>$1,004</td>
<td>$0.91</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<td>31%</td>
<td>10,100</td>
<td></td>
<td>$116,616</td>
<td></td>
<td></td>
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<tr>
<td><strong>Managers Unit</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 BR</td>
<td>1</td>
<td></td>
<td>900</td>
<td>900</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>36</td>
<td>100%</td>
<td>32,400</td>
<td></td>
<td>$686</td>
<td>$0.76</td>
<td></td>
<td>$296,436</td>
</tr>
</tbody>
</table>

Other Income: $10

Project Based Voucher Income: $33,876

(Less) Vacancy: 5.0% (16,732)

EGI: $317,900

(Less) Operating Expense & Reserves: $5,300 (190,800)

NOI: $3,531 (127,100)

Per Unit

| Supported Debt | 4.50% | $54,056 | $1,946,000 |
| Federal Tax Credit Equity (9%) | $289,722 | $10,430,000 |
| State Tax Credit Equity (13%) | $0 | $0 |
| Deferred Developer Fee | $5,138 | $185,000 |
| Total Financing | $348,917 | $12,561,000 |

(Less) Development Costs: ($374,851) ($13,495,000)

Feasibility Gap: ($934,000)

Per Unit (rounded): ($25,900)
About Opportunity Zones

Benefits of Investing in Opportunity Zones
Opportunity Zones (OZ) are a federal program designed to spur community investment by providing tax benefits to investors (IRS Code Section 1400QZ).

Federal Tax Benefits to Investors

1. **DEFERS** the payment of taxes on previously earned capital gains that are invested in Opportunity Funds. Deferred gain is recognized at the end of 2026 or when the asset is sold, whichever comes first.

2. **REDUCES** the amount of tax due on previously earned capital gains. If investment is held for at least 5 years by 2026, then the basis on the original investment increases by 10%.

3. **PERMANENTLY EXCLUDES** taxable income on new gains earned on Opportunity Fund investments if investment is held for at least 10-years.

Limitations on Source of Funds and Timing of Investments

- Investments are limited to capital gains earned from prior investments.
- OZ investor must invest in Opportunity Fund within 180 days of the date that the capital gain is recognized.
- To maximize benefits, funds must be invested in OF by December 31, 2021.
- To qualify for the 10-year exclusion of capital gains, investment must be made by June 28, 2027.
- OZ investments must be sold no later than Dec. 31, 2047 in order to be eligible for the 10-year gain exclusion.

**FEDERAL INFORMATION:**

**CALIFORNIA STATE TOOLKIT:**
https://opzones.ca.gov/toolkit/
HYPOTHETICAL EXAMPLE OF OZ BENEFITS

Situation

- Sale of asset on December 31, 2020
- Original basis was $1 million. Sale value is $1.5 million. Gain is $500,000
- Invest capital gain of $500,000 in Opportunity Fund by June 28, 2021 (6-months from gain)
- Opportunity Fund holds property for 10 years and sells on June 28, 2031 for $1.25 million. Investor’s profit is $750,000

Resulting Tax Benefits

**BENEFIT 1**
Tax on original capital gain of $500,000 that is realized on December 31, 2020 is not due until April 15, 2027

**BENEFIT 2**
Basis on original $1 million investment is increased by 10% to $1.1 million. Adjusted capital gains on original investment is reduced from $500,000 to $400,000

**BENEFIT 2**
The investor’s profit of $750,000 is excluded from federal taxable income
Interested in Exploring Investment Opportunities in Orland?

Please Contact The Agencies Below

cityoforland.com
citymanager@cityoforland.com
530.865.1600

3coreedc.org
cirvine@3coreedc.org
530.893.8732 ext. 206
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>I-5 Corridor</td>
</tr>
<tr>
<td>4</td>
<td>About Corning</td>
</tr>
<tr>
<td>5</td>
<td>Community Indicators</td>
</tr>
<tr>
<td>6</td>
<td>Key Development Sites</td>
</tr>
<tr>
<td>18</td>
<td>About Opportunity Zones</td>
</tr>
</tbody>
</table>

Disclaimer: The use of the word “prospectus” for the purpose of the work contained herein is not to advertise, endorse, or in any other way promote or offer specific investment opportunities. This prospectus has been prepared for discussion purposes and not to induce anyone to enter into any agreement or transaction. For the avoidance of any debt, the distribution of this prospectus does not constitute an offer to sell or a solicitation of an offer to buy any assets or equity securities or any investment of any kind.
I-5 CORRIDOR

The West Coast’s major transportation lifeline

WHY LOCATE ALONG I-5?

Midway between Portland and Los Angeles lies a region that caters to travelers and truckers on the busy I-5 Corridor, as well as supplying nut, fruit, and dairy products to a hungry world. The location is attracting fresh interest from investors and urban exiles who desire a lower cost small town environment that’s friendly while still providing ample space between neighbors.

“With quality agricultural products and close access to food processing facilities and distribution channels, this region is perfectly suited to focus on providing value-added food products to serve both regional and global markets.”

DON SCHJELDAHL
SITE SELECTION SPECIALIST WITH DSGADVISORS
Corning, known as the Olive Capital, is prolific in many types of value-added agriculture. Corning also provides an affordable, close-knit family lifestyle for regional employees working in Red Bluff (19 miles up I-5) and Chico (28 miles south on Hwy 99).

Rolling Hills Casino, the popular attraction just 3 miles south, is managed by the Paskenta Band of Nomlaki Indians and presents further employment and development opportunities for Corning residents.

Visit our story map for more information: https://tinyurl.com/go-i5-prospectus
While Corning’s median home sales price jumped from $146,000 (Nov. 2018) to $300,000 (Jan. 2020)\(^4\) these prices remain substantially lower than most surrounding communities, making Corning a competitive alternative for young families in Northern California. By 2025, Corning’s population is expected to grow to 7,953.\(^3\) This represents an annual growth rate of 0.48% from 2020.

Sources:
5. Peloton, pp. 23, 28 (SNVMLS).
6. Peloton, p. 9 (CA Dept. of Finance).
Key Development Sites

City of Corning, California
OPPORTUNITY SITES IN THE CORNING AREA

A total of 18 opportunity sites have been identified Corning based on existing property listings as of March 2020 and the input of City Staff. Those sites, shown to the left, are classified according to land uses.

All properties and parcels were screened according to those sites within the Opportunity Zone. Developments located in Opportunity Zones can increase investors’ return over time, as illustrated in the scenarios on the next few pages. There are two qualifying Opportunity Zone census tracts within this project area:

**CENSUS TRACT 11** includes a portion of Corning west of 99W and the Paskenta Tribe lands.

**Four key development sites** are highlighted on the next few pages, including development scenarios. More information about Opportunity Zones follows.
KEY DEVELOPMENT SITES IN CORNING

The following three development sites in the City of Corning, plus the Paskenta Tribe Parcel, were selected to assess the market conditions and financial feasibility to develop the sites based on a proposed use and market conditions found in the greater Corning area. What follows is an overview of each site, followed by financial feasibility summaries and assumptions to deliver a project to meet a specified rate of return (IRR). All sites are located in the Census Tract 11 Opportunity Zone.

1. **CORNING CROSSROADS**
   - Highway Commercial site with 7 parcels available.

2. **2081 FIG LANE**
   - Multi-Family Development.

3. **SOUTH AVENUE/I-5 HIGHWAY COMMERCIAL**
   - Commercial site with great visibility.

4. **PASKENTA TRIBE PARCEL**
   - The tribe has identified a parcel just south of the Rolling Hills Golf Course for future development potential.
### FEATURED SITE

**CORNING CROSSROADS**

**LOCATION:** Corning Road & I-5

<table>
<thead>
<tr>
<th>APN</th>
<th>069-210-043, 069-210-049, 069-220-001, 069-220-008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership</strong></td>
<td>Private</td>
</tr>
<tr>
<td><strong>Acreage</strong></td>
<td>7 lots totaling 7.22 Acres</td>
</tr>
<tr>
<td><strong>Zoning</strong></td>
<td>C-3-CBDZ (Commercial)</td>
</tr>
<tr>
<td><strong>Development Issues</strong></td>
<td>Water &amp; sewer extension under I-5 from east</td>
</tr>
</tbody>
</table>

#### UTILITIES:

<table>
<thead>
<tr>
<th><strong>Water</strong></th>
<th>Water line on east side of I-5. Extension to bore under I-5. SDC creditable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wastewater</strong></td>
<td>Sewer line on east side of I-5. Extension to bore under I-5. SDC creditable</td>
</tr>
<tr>
<td><strong>Stormwater</strong></td>
<td>On-site storage required. Site layout shows storm facility in SE corner of development</td>
</tr>
</tbody>
</table>
**Specifications**

<table>
<thead>
<tr>
<th>Site Location</th>
<th>SW corner of Corning Rd &amp; I-5 Interchange</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor Area Ratio</td>
<td>0.18 FAR</td>
</tr>
<tr>
<td>Site Size</td>
<td>7.2 acres</td>
</tr>
<tr>
<td>Proposed Uses</td>
<td>• 40,600 SF Large Format Retail</td>
</tr>
<tr>
<td></td>
<td>• 6,000 SF Restaurant</td>
</tr>
<tr>
<td></td>
<td>• 10,000 SF Auto Services/Retail</td>
</tr>
<tr>
<td>Gross Building Area</td>
<td>56,000 SF</td>
</tr>
<tr>
<td>Parking Ratio</td>
<td>• Large Format Retail: 5/1,000 SF</td>
</tr>
<tr>
<td></td>
<td>• Restaurant: 5/1,000 SF</td>
</tr>
<tr>
<td></td>
<td>• Auto Services/Retail: 3.5/1,000 SF</td>
</tr>
</tbody>
</table>

**Calculations**

<table>
<thead>
<tr>
<th></th>
<th>Large Retail</th>
<th>Restaurant</th>
<th>Auto Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Rent</td>
<td>$13/SF NNN</td>
<td>$30/SF NNN</td>
<td>$20/SF NNN</td>
</tr>
<tr>
<td>NOI (total) (by unit)</td>
<td>$529,400</td>
<td>$168,800</td>
<td>$188,000</td>
</tr>
<tr>
<td></td>
<td>$13/SF</td>
<td>$28/SF</td>
<td>$19/SF</td>
</tr>
</tbody>
</table>

**DEVELOPMENT COSTS**

<table>
<thead>
<tr>
<th></th>
<th>Direct (incl parking)</th>
<th>Land, Fees, TI, A &amp; E, Financing</th>
<th>TOTAL DEVELOPMENT COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$4,628,400 $114/SF</td>
<td>$2,611,600 $64/RSF</td>
<td>$7,240,000 $178/RSF</td>
</tr>
<tr>
<td></td>
<td>$1,428,000 $238/RSF</td>
<td>$882,000 $147/RSF</td>
<td>$2,310,000 $385/RSF</td>
</tr>
<tr>
<td></td>
<td>$1,630,000 $163/RSF</td>
<td>$800,000 $80/RSF</td>
<td>$2,430,000 $243/RSF</td>
</tr>
</tbody>
</table>

**Disclaimer:** All IRR scenarios and feasibility metrics presented in this prospectus assume certain business, economic, market and financial conditions assessed at a specific moment in time. Accordingly, actual market results may vary and as such the prospectus findings should be verified and due diligence performed when looking to specific development proposals and projects.
FEATURED SITE

2081 FIG LANE

LOCATION:
2081 Fig Lane

<table>
<thead>
<tr>
<th>APN</th>
<th>071-250-006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>Private</td>
</tr>
<tr>
<td>Acreage</td>
<td>10.87 Acres</td>
</tr>
<tr>
<td>Zoning</td>
<td>R-1 (Single-Family Detached)</td>
</tr>
<tr>
<td>Development Issues</td>
<td>Rezone or General Plan Map Amendment required to change from R-1 to R-3 (Multi-Family)</td>
</tr>
<tr>
<td>UTILITIES:</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>8” water line within Fig Lane</td>
</tr>
<tr>
<td>Wastewater</td>
<td>10” sewer line within Fig Lane</td>
</tr>
<tr>
<td>Stormwater</td>
<td>On-site storage required</td>
</tr>
</tbody>
</table>
SCENARIO: RENTAL APARTMENT

2081 FIG LANE

5.0% Adjusted IRR on Project Cost

Specifications

<table>
<thead>
<tr>
<th>Site Location</th>
<th>SW corner of Fig Lane &amp; Toomes Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>13 units per acre</td>
</tr>
<tr>
<td>Site Size</td>
<td>11.5 acres</td>
</tr>
<tr>
<td>Total Number of Units</td>
<td>150 units</td>
</tr>
<tr>
<td>Average Unit Size</td>
<td>1,000 SF</td>
</tr>
<tr>
<td>Average Number of Bedrooms</td>
<td>2.5 Bedrooms</td>
</tr>
</tbody>
</table>

Calculations

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales/Rents</td>
<td>$13.80</td>
<td>$13,800</td>
<td>$2,070,000</td>
</tr>
<tr>
<td>NOI</td>
<td></td>
<td>$9,200</td>
<td>$1,380,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEVELOPMENT COSTS</th>
<th>Per SF</th>
<th>Per Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Costs</td>
<td>$147</td>
<td>$147,000</td>
<td>$22,050,000</td>
</tr>
<tr>
<td>Land, Fees, Indirect Costs, Financing</td>
<td>$52</td>
<td>$52,313</td>
<td>$7,846,962</td>
</tr>
</tbody>
</table>

| TOTAL DEVELOPMENT COSTS | $199 | $199,313 | $29,896,962 |

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**FEATURED SITE**

**SOUTH AVENUE/ I-5 HIGHWAY COMMERCIAL**

**LOCATION:**
SW corner of the South Ave/I-5 Interchange

<table>
<thead>
<tr>
<th><strong>APN</strong></th>
<th>087-090-066; 087-090-067; 087-090-073; 087-090-077</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership</strong></td>
<td>Private</td>
</tr>
<tr>
<td><strong>Acreage</strong></td>
<td>24.3 Acres</td>
</tr>
<tr>
<td><strong>Zoning</strong></td>
<td>C-3-CBDZ</td>
</tr>
<tr>
<td><strong>Development Issues</strong></td>
<td>Water and sewer access is on east side of I-5. Required to bore under I-5 to tie into existing lines</td>
</tr>
</tbody>
</table>

**UTILITIES:**

<table>
<thead>
<tr>
<th><strong>Water</strong></th>
<th>Water line on east side of I-5. Extension to bore under I-5. SDC creditable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wastewater</strong></td>
<td>Sewer line on east side of I-5. Extension to bore under I-5. SDC creditable</td>
</tr>
<tr>
<td><strong>Stormwater</strong></td>
<td>On-site storage required</td>
</tr>
</tbody>
</table>
### Scenario:
**Highway Commercial Center**

**South Avenue/I-5 Highway Commercial**

8.0% Adjusted IRR on Project Cost

---

#### Specifications

<table>
<thead>
<tr>
<th>Site Location</th>
<th>SW corner of South Ave/I-5 Interchange</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor Area Ratio</td>
<td>0.2 FAR</td>
</tr>
<tr>
<td>Site Size</td>
<td>24.3 acres</td>
</tr>
<tr>
<td>Proposed Uses</td>
<td>• 74,250 SF Hotel (135 rooms)</td>
</tr>
<tr>
<td></td>
<td>• 108,100 SF Large Format Retail</td>
</tr>
<tr>
<td></td>
<td>• 15,000 SF Restaurant</td>
</tr>
<tr>
<td></td>
<td>• 15,000 SF Auto Services/Retail</td>
</tr>
<tr>
<td>Gross Building Area</td>
<td>212,350 SF</td>
</tr>
<tr>
<td>Parking Ratio</td>
<td>• Hotel: 1/room</td>
</tr>
<tr>
<td></td>
<td>• Large Format Retail: 5/1,000 SF</td>
</tr>
<tr>
<td></td>
<td>• Restaurant: 5/1,000 SF</td>
</tr>
<tr>
<td></td>
<td>• Auto Services/Retail: 3.5/1,000 SF</td>
</tr>
</tbody>
</table>

#### Calculations

<table>
<thead>
<tr>
<th></th>
<th>Hotel</th>
<th>Large Retail</th>
<th>Restaurant</th>
<th>Auto Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Rent</td>
<td>$109 Room Rate</td>
<td>$13/SF NNN</td>
<td>$30/SF NNN</td>
<td>$20/SF NNN</td>
</tr>
<tr>
<td>NOI (total)</td>
<td>$1,490,113</td>
<td>$1,388,200</td>
<td>$422,000</td>
<td>$281,400</td>
</tr>
<tr>
<td>NOI (by unit)</td>
<td>$11k/Room</td>
<td>$13/SF</td>
<td>$28/SF</td>
<td>$19/SF</td>
</tr>
</tbody>
</table>

#### Development Costs

| Direct (incl parking) | $15,255,000 | $12,323,400 | $3,570,000 | $2,445,000 |
|-----------------------| $113k/Room | $114/SF | $238/SF | $163/SF |
| Land, Fees, TI, A & E, Financing | $4,895,000 | $6,996,600 | $2,230,000 | $1,215,000 |
| $36,260/Room | $65/RSF | $149/RSF | $81/RSF |
| $271/RSF |

#### Total Development Costs

| Total Development Costs | $20,150,000 | $19,320,000 | $5,800,000 | $3,660,000 |
|-------------------------| $149,300/Room | $179/RSF | $387/RSF | $244/RSF |

---

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THE PASKENTA BAND OF NOMLAKI INDIANS

Paskenta Band of Nomlaki Indians is a federally-recognized sovereign nation located in Northern California with a deep tradition of resiliency, culture, and a strong vision for the future of all peoples living in the Corning-Paskenta Tribal Community. Among their notable enterprises:

- Rolling Hills Casino
- Rolling Hills Clinics
- Future Community Center
### Featured Site

**Paskenta Future Development Area**

**Location:** Area south of existing Rolling Hills Golf Course

<table>
<thead>
<tr>
<th>APN</th>
<th>087-320-005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>Tribe</td>
</tr>
<tr>
<td>Acreage</td>
<td>267</td>
</tr>
<tr>
<td>Zoning</td>
<td>C-3-CBDZ</td>
</tr>
<tr>
<td>Development Issues</td>
<td>Existing water and sewer location? Would have to extend from casino or golf course</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
</tr>
<tr>
<td>Wastewater</td>
</tr>
<tr>
<td>Stormwater</td>
</tr>
</tbody>
</table>
### Specifications

<table>
<thead>
<tr>
<th></th>
<th>Parcel south of Rolling Hills Golf Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Location</td>
<td>Parcel is 267.6 acres. Proposed development area is 60.21 acres</td>
</tr>
<tr>
<td>Floor Area Ratio</td>
<td>0.4 FAR</td>
</tr>
<tr>
<td>Site Size</td>
<td>Parcel is 267.6 acres. Proposed development area is 60.21 acres</td>
</tr>
</tbody>
</table>
| Proposed Uses        | • 596,720 SF Food Processing Facility  
                        | • 367,212 SF Logistics Facility (Warehouse/Distribution) |
| Gross Building Area  | 963,932 SF                               |
| Parking Ratio        | 0.66/1,000 SF                            |

### Calculations

<table>
<thead>
<tr>
<th></th>
<th>Food Processing</th>
<th>Logistics Warehouse/Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Rent</td>
<td>$10/SF NNN</td>
<td>$8.40/SF NNN</td>
</tr>
<tr>
<td>NOI</td>
<td>$5,609,100</td>
<td>$2,899,600</td>
</tr>
<tr>
<td>(total) (by unit)</td>
<td>$2/RSF</td>
<td>$2/RSF</td>
</tr>
</tbody>
</table>

### DEVELOPMENT COSTS

<table>
<thead>
<tr>
<th></th>
<th>Direct (incl parking)</th>
<th>Land, Fees, TI, A &amp; E, Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$71,606,400</td>
<td>$18,963,600</td>
</tr>
<tr>
<td></td>
<td>$30/SF</td>
<td>$8/RSF</td>
</tr>
<tr>
<td></td>
<td>$41,127,800</td>
<td>$10,682,200</td>
</tr>
<tr>
<td></td>
<td>$28/SF</td>
<td>$7/RSF</td>
</tr>
<tr>
<td>TOTAL DEVELOPMENT COSTS</td>
<td>$90,570,000</td>
<td>$51,810,000</td>
</tr>
<tr>
<td></td>
<td>$38/RSF</td>
<td>$35/RSF</td>
</tr>
</tbody>
</table>

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**FEDERAL INFORMATION:**

**CALIFORNIA STATE TOOLKIT:**
https://opzones.ca.gov/toolkit/
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Situation

- Sale of asset on December 31, 2020
- Original basis was $1 million. Sale value is $1.5 million. Gain is $500,000
- Invest capital gain of $500,000 in Opportunity Fund by June 28, 2021 (6-months from gain)
- Opportunity Fund holds property for 10 years and sells on June 28, 2031 for $1.25 million. Investor’s profit is $750,000

Resulting Tax Benefits

**BENEFIT 1**
Tax on original capital gain of $500,000 that is realized on December 31, 2020 is not due until April 15, 2027

**BENEFIT 2**
Basis on original $1 million investment is increased by 10% to $1.1 million. Adjusted capital gains on original investment is reduced from $500,000 to $400,000

**BENEFIT 2**
The investor’s profit of $750,000 is excluded from federal taxable income
Interested in Exploring Investment Opportunities in Corning?

Please Contact The Agencies Below

corning.org
kmiller@corning.org
530.824.7033

3coreedc.org
cirvine@3coreedc.org
530.893.8732 ext. 206
Appendix I – Reference Documents

2022-2027
Comprehensive Economic Development Strategy
Butte • Glenn • Tehama Counties
Following is a list of the documents reviewed and referenced during the creation of the 3CORE Comprehensive Economic Development Strategy.

<table>
<thead>
<tr>
<th>TITLE</th>
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<td>A New Social Compact for Work and Workers</td>
<td>Institute for the Future for the California</td>
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<td>Future of Work Commission</td>
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<td>Analysis of Crime Around Safe Space Locations</td>
<td>CSU Chico</td>
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<td>Butte County, CA 2021 Regional Federal Legislative Platform</td>
<td>Butte County Association of Governments</td>
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<td>California’s Wildfire and Forest Resilience Action Plan</td>
<td>Forest Management Task Force</td>
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<td>Camp Fire Regional Economic Impact Analysis</td>
<td>Economic &amp; Planning Systems, Inc. and</td>
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<td>Industrial Economics, Inc.</td>
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<td>Federal Advocacy Platform: Roadmap to Recovery and Resiliency</td>
<td>Town of Paradise</td>
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<td>Focused Adaptation: A strategic approach to climate adaptation in cities</td>
<td>McKinsey Sustainability</td>
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<td>Paradise Broadband Feasibility Study</td>
<td>The North State Planning and Development Collective</td>
<td>2021</td>
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<td>Philanthropy and COVID-19: Measuring One Year of Giving</td>
<td>Candid and Center for Disaster Philanthropy</td>
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<td>Principles for an Equitable Recovery for the 2020s</td>
<td>Smart Incentives</td>
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<td>Regions Build Together, a Housing Agenda for all of California</td>
<td>California Forward</td>
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<td>Roadmap to Shared Prosperity</td>
<td>California Economic Summit</td>
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<td>Scientific Opinion Poll: Small Businesses Continue to Face Closures in 2021</td>
<td>Small Business Majority</td>
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<td>Small Business Credit Survey</td>
<td>Federal Reserve Banks of Dallas, New York, Richmond, San Francisco</td>
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<td>Some California Jobs lost to COVID will never be the same</td>
<td>Jeong Park, Sacramento Bee</td>
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<td>Special Report: Leveraging the Voice of Business for Community Good</td>
<td>Chico Chamber of Commerce</td>
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<td>State and Local Policy Strategies to Advance Housing Affordability</td>
<td>Rosen Consulting Group</td>
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<td>The Pandemic and the Public Realm: Global Innovations for Health, Social Equity, and Sustainability</td>
<td>Urban Land Institute</td>
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<td>USDA Resource Guide for Rural Workforce Development</td>
<td>USDA Rural Development Innovation Center</td>
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<td>Wildfire, Energy, and Economic Resilience</td>
<td>Urban Land Institute</td>
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<td>Biomass Cogeneration Facility Feasibility Analysis and Business Case (City of Willows)</td>
<td>Morrison</td>
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<td>Building Pathways to Postsecondary Education Today for the Economy of Tomorrow</td>
<td>Council for a Strong America</td>
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<td>Butte County Children and Youth Task Force Summary Report</td>
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<td>California Regional Climate Adaptation Initiative Understanding Climate Change in the Sierra Nevada; What Your Organization Can Do About It</td>
<td>California Community Economic Development Association</td>
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<td>Californians &amp; Their Economic Well-Being</td>
<td>Public Policy Institute of California</td>
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<td>Camp Fire Rebuild Stats</td>
<td>Valley Contractors Exchange</td>
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<td>CSU Chico 2030 Campus Master Plan</td>
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<td>Delivering Insecurity: E-commerce and the Future of Work in Food Retail</td>
<td>U.C. Berkeley Labor Center</td>
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<td>Firebreak: Wildfire Resilience Strategies for Real Estate</td>
<td>Urban Land Institute</td>
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<td>Little Hoover Commission</td>
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<td>Impacts of Camp Fire Disaster on Housing Market Conditions and Housing Opportunities in the Tri County Region</td>
<td>Peloton Research &amp; Economics</td>
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<td>North State Regional Economic Development Priorities</td>
<td>3CORE, Butte College Economic and Workforce Development, Butte College SBDC, Alliance for Workforce Development, CSU Chico North State Planning and Development Collective, Camp Fire Long Term Recovery Group Economic and Workforce Recovery Committee, Chabin Concepts, Inc.</td>
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<td>NPLH Housing Site Feasibility Study (Glenn County)</td>
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<td>Resilient Jobs: Top Jobs During the Great Recession and COVID-19</td>
<td>Centers of Excellence</td>
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<td>Strengthening the Safety Net in Butte County</td>
<td>CSB Philanthropic Solutions</td>
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<td>Tehama County Annual Crop Report</td>
<td>County of Tehama Department</td>
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<td>The Future of Warehouse Work: Technological Change in the U.S. Logistics Industry</td>
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<td>Sports Complex Feasibility Study (Every Body Healthy Body)</td>
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<td>Walker Street Streetscape Master Plan (City of Orland)</td>
<td>Melton Design Group, ECorp Consulting, Rolls Anderson and Rolls Civil Engineers, and KD Anderson &amp; Associates</td>
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<td>3 Habits for a Healthy, Just and Resilient Sonoma County</td>
<td>California Leadership Academy for the Public’s Health</td>
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<td>Small Business Credit Survey: Report on Disaster-Affected Firms</td>
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<td>The Democracy Collaborative at the University of Maryland</td>
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<td>Oroville Arts, Culture, and Entertainment District (City of Oroville)</td>
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<td>Center for Youth Wellness</td>
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<td>Mobilize Maine: Asset-Based Regional Economic Development</td>
<td>National Association of Development Organizations</td>
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<td>Butte County General Plan 2030</td>
<td>Design Community &amp; Environment, Bay Area Economics, Fehr &amp; Peers Associates, ICF/Jones &amp; Stokes Associates, Questa Engineering, Gallaway Consulting</td>
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<td>Blueprint for a Fire Safe California</td>
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<td>Building Financial Security: Newark’s Roadmap Toward a Guaranteed Income</td>
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