

TRI-COUNTY ECONOMIC DEVELOPMENT CORP. Comprehensive Economic Development Strategy

2005 – 2009



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INTRODUCTION

CEDS Annual Report Format

The Comprehensive Economic Development Strategy (CEDs) is a five year plan that was adopted in 2005. The Economic Development Administration (EDA) requires Economic Development Districts to complete a CEDs Annual Report each year which serves to (1) summarize and assess the past year's activities, and (2) present new or modified program strategies. Each of the jurisdictions within the Economic Development District were asked to provide updates on project priorities and other pertinent information to be included in the CEDs Annual Report.

The CEDs Annual Report provides the following information: (1) information on the organizational background and capacity, (2) details on projects worked on or completed in 2004-2005, (3) information on the CEDs Committee, (4) changes in the District economy, (5) vision, goals and general strategies that were adopted as part of the five year planning document, and (6) priority projects for each of the member jurisdictions for the 2005-2006 fiscal year.

Organizational Background

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

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

Cities and counties participating in the District are listed below:

Butte County

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

Glenn County

City of Willows
City of Orland

Tehama County

City of Corning
City of Red Bluff

Capacity of Organization

The Tri-County Economic Development District has had exceptional success in assisting their member communities through both their planning and loan programs. Key to the effectiveness of the organization is an experienced management team, and exceptional staff. The TCEDC is composed of 5 full-time and 4 part-time staff with expertise in strategic planning, project management, budget development, financing, marketing, loan portfolio management, computer technology, and human resource management.

Over the last five years (2000 – 2004), the District has completed 136 projects totaling \$8,435,896 in assistance, and leveraging over \$36,689,467 in additional funds resulting in the creation and or retention of over 193 jobs. Please see Exhibit 1 for a copy of the District's *Small Business and Public Works Financing Projects 1988-2003*. Please see Exhibit 2 for a full list of staff members and their respective positions.

Management

TCEDC Executive Director, Marc Nemanic has been employed at TCEDC since 1991. He possesses a firm background in economic development planning and financing. Further, TCEDC Fiscal Officer, Amanda Sherman, has also been employed at TCEDC since 1991. The capacity, experience, and stability of TCEDC's management team is unparalleled among rural economic development organizations in California. All management staff and key personnel possess excellent relationships with member communities and funding agencies.

Planning Division

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

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

The Planning Division staff consists of Sheri Nix, Project Manager/District Planner, and Amy Piper, Executive Planning Analyst.

Loan Division

In order to provide capacity for small business development, the district manages nine (9) separate federal (including EDA), state, private and locally capitalized RLF's on behalf of district member cities and counties with a total capital base of \$4.4 million. During this period a total of 11 businesses have been funded totaling over \$682,787 in RLF funding and leveraging \$1,190,545 million in private sector capital. These loans are projected to create/retain 18.5 jobs. The District continued to place a significant amount of effort into enhancing opportunities for small businesses to obtain "gap" financing for job creation and/or retention projects.

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

The loan division consists of 2 full-time and 1 part-time staff members. The positions include: Loan Portfolio Manager, Loan Marketing Specialist and Loan Administrator.

2004-2005 DISTRICT PROJECTS

During the 2004-2005 fiscal year, the District completed a large volume of projects benefiting the tri-county region. The following outlines the major projects either started or completed during the past year. The Tri-County EDC will continue to work closely with our local partners to complete similar projects in 2005-2006 that meet the defined goals and objectives of the 2005-2010 CEDS.

Implementation of the 1999 – 2004 Comprehensive Economic Development Strategy (CEDS).

- Numerous priority “A” projects are currently in progress. Several are specifically discussed in various sections of this report.
- The District continued to hold regularly scheduled meetings with district members to discuss current and potential projects as well as general economic development issues. The District has focused its efforts on helping its member cities and counties access resources for, or provide technical assistance to, priority projects as identified in the 1999-04 CEDS.

Applications for State and/or Federal Grant Funds

- **County of Butte – CDBG Enterprise Grant;**
On behalf of the County of Butte, the District assisted with implementation of an Enterprise Grant in the amount of \$145,000 through the State Community Development Block Grant Program. The grant is being used to develop a micro-enterprise incubation program. Implementation of this project began in April 2003. To date over 1,000 hours of in-depth mentoring services have been provided to local small business owners.
- **County of Butte – CDBG Enterprise Grant;**
On behalf of the County of Butte, the District prepared an application, which was recently approved through the State Community Development Block Grant Program for an Enterprise Grant in the amount of \$175,125. The grant will be used to further develop the micro-enterprise incubation program that began in April 2003. The second phase of this project is anticipated to begin in Summer 2005.
- **County of Butte – CDBG Enterprise Grant;**
On behalf of the County of Butte, the District prepared an application, through the Community Development Block Grant Program for an Enterprise Grant in the amount of \$324,875. The grant will be used to further develop the micro-enterprise incubation program in the Butte County area that began in April 2003. If approved, it is anticipated that this third phase of the project will begin in Spring 2006.
- **County of Butte – CDBG Program Income;**
The District is assisting Butte County with development of a business services Web Portal. The purpose of the Business Services Web Portal is to provide a “one-stop” information clearinghouse for prospective business owners, current business owners and people wishing to interact and/or do business with the County.
- **County of Butte – CDBG General Allocation Grant;**
On behalf of the County of Butte, the District prepared an application, through the Community Development Block Grant Program for a three year General Allocation Grant in the amount of \$1,499,143. If approved, the grant will be used for: 1) Housing Rehab - \$636,063; 2) Veteran’s Hall

Rehab - \$744,280; 3) 10% set-aside projects - \$118,800. It is anticipated that if approved the District will assist with administration of the projects.

Planning and Technical Assistance (TA) Projects

The Tri-County EDC developed and prepared the following Planning and Technical Assistance grants and or assisted with their implementation during the past year:

- **Glenn County –**
During the 2004-05 fiscal year TCEDC assisted with implementation of a State Community Development Block Grant. The grant is being used to assist with development of the second phase of the Airport Management Plan. Under a sub-recipient agreement TCEDC began implementation of the project, which was completed by the end of 2005.
- **City of Orland -**
On behalf of the City of Orland, the District is assisting with implementation of a P/TA grant through the State Community Development Block Grant program. The grant is being used to complete Phase II of the Community Center Feasibility Study. It is anticipated to be complete in the Fall of 2005.
- **City of Orland -**
On behalf of the City of Orland, the District prepared an application, which was approved through the State Community Development Block Grant Program General Allocation in the amount of \$35,000. The grant is to be used to complete a Public Safety Facility Feasibility Study. The District will be assisting with implementation of this project through a sub-recipient agreement.
- **City of Willows –**
Through a sub-recipient agreement TCEDC continued with implementation of a project to prepare an updated Housing Element for the General Plan utilizing CDBG funds. It is anticipated to be approved by July 2005.
- **City of Willows -**
Through a sub-recipient agreement TCEDC continued with implementation of a project to prepare an redevelopment feasibility study for the General Plan utilizing CDBG funds. It is anticipated to be approved by August 2005.
- **City of Willows -**
On behalf of the City of Willows, the District prepared an application, which was approved through the State Community Development Block Grant Program General Allocation in the amount of \$35,000. The grant was to be used to complete a Wastewater Treatment Facility Financing Options Feasibility Study and Grant preparation. Due to the timing of the State contracts this year, the City was unable to utilize the grant.
- **County of Butte -**
On behalf of the County of Butte, the District prepared an application, which was approved through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant will be used to complete: 1) Recreation/Tourism Growth and Economic Impact Analysis; and 2) Agriculture Equipment Service and Sales Center Market Feasibility Study. The District will be assisting with implementation of this project through a sub-recipient agreement.

- **County of Butte -**
On behalf of the County of Butte, the District prepared an application, which was approved through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant will be used to complete a: 1) Chapman Town Affordable Housing Conceptual Design and Feasibility Study, and 2) First-time Homebuyer Program Feasibility Study. The District will be assisting with implementation of the First-time Homebuyer project through a sub-recipient agreement.
- **City of Gridley -**
On behalf of the City of Gridley, the District assisted with preparation of an application, which was approved through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant will be used to complete a Pacific Flyway Visitors Center Feasibility Study and Business Plan.
- **City of Gridley -**
On behalf of the City of Gridley, the District prepared an application, which was approved through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant will be used to complete a Wastewater Capacity Analysis.
- **City of Red Bluff -**
On behalf of the City of Red Bluff, the District prepared an application, which was approved through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant will be used to complete a Commercial/Industrial Business Inventory and Future Growth Analysis and grant preparation.

Other District Projects

Funding for such programs come from the local communities, the State, and the Federal Government. To date, for the 2004-2005 fiscal year, TCEDC has assisted with the following miscellaneous projects for member communities:

- **City of Chico – Business Incubation Project**
The City approved \$10,000 to assistance to a local Chico business through the Business Incubation Program. The project team, which includes the business, has met with the business several times.
- **City of Red Bluff – Business Façade Improvement Program**
On behalf of the City of Red Bluff, the District is assisting with implementation of the project funded through the USDA Rural Business Enterprise Grant Program. The grant was approved in the amount of \$90,000 and will assist with funding the Business Façade Improvement Program.
- **City of Gridley & Town of Paradise – Business Incubation Program**
The District continued to assist with implementation of this program funded through the USDA Rural Business Enterprise Grant Program. The amount of \$73,129 is assisting with funding a Business Incubation Program in these two communities. It is anticipated the project will be complete by September 2005.
- **City of Orland – Slums and Blight Designation**
Tri-County EDC is working with the City to identify areas that meet the criteria for slums and blight in order to meet the requirement for funding through CDBG.

Lending Division

- **EDA RLF Re-Capitalization**

The lending division continues to be active during this report period with regard to EDA lending activity. EDA accounts receivable are currently at \$691,097. During this period, four (4) loans totaling \$119,563 were funded, bringing the EDA funds available to lend to \$308,903.

- **Loan Portfolio**

The District manages 9 separate federal (including EDA), state, private and locally capitalized RLF's on behalf of District member cities and counties with a total capital base of \$4.4 million. During this period a total of 11 businesses have been funded totaling \$682,787 in RLF funding, leveraging a total of \$1,190,545 dollars. These loans are projected to create/retain 18.5 jobs. The District continued to place a significant amount of effort into enhancing opportunities for small businesses to obtain "gap" financing for job creation and/or retention projects.

- **Pipeloans**

TCEDC currently has approximately \$610,000 in pipeline loans that should be funded in the first half of the next fiscal year.

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

- ◆ City of Chico General Fund RLF - \$13,930
- ◆ City of Chico CDBG RLF - \$27,476
- ◆ County of Butte Enterprise Fund - \$289,616
- ◆ County of Glenn CDBG Re-Use RLF \$618,924
- ◆ City of Orland CDBG Re-Use RLF \$161,794
- ◆ Glenn & Tehama County USDA Forest Service Old Growth Diversification RLF- \$706,664
- ◆ USDA IRP RLF - \$650,000
- ◆ TCEDC General RLF -\$500,000

PLANNING DOCUMENT – COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)

To accomplish the goals of the District, TCEDC has annually received planning grant funds under EDA's 301 (b) District Planning Assistance Program since 1985. One key scope of work element funded by the planning grant has been the annual completion of the Comprehensive Economic Development Strategy (CEDDS).

The last five year CEDDS covered the time period 1999-2004. Since that time TCEDC has been reviewing the plan on an annual basis and submitting an annual CEDDS report which serves to (1) summarize and assess the past year's activities, and (2) present new or modified program strategies. This CEDDS document covers the time period 2005-2010.

What is a CEDDS

The Comprehensive Economic Development Strategy, or CEDDS, is the result of a local planning process designed to guide the economic growth of a region. The purpose of the CEDDS is to establish a process that will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments and private industry concerned with economic development. Per the Economic Development Administration Reform Act of 1998, the CEDDS document is a prerequisite to qualify for EDA assistance under its public works, economic adjustment and planning programs.

The CEDDS document:

- Describes the problems, needs, potentials and resources of an area,
- Presents the region's vision and goals,
- Sets the strategic direction for an action plan,
- Establishes priority programs and projects for implementation; and
- Outlines the standards for the annual evaluation and update of the process.

This written plan is the result of considerable input and discussion from local economic development and job training professionals, local government and staff, elected officials, various private sector representatives, and the District's Board of Directors and Alternates. It reflects the transition the area is experiencing because of growth and changes in policies at all levels of government, including local, state, and federal. It also considers the dynamic economic development service delivery environment.

CEDDS Committee Structure

The ongoing review and implementation of the CEDDS is effected through the CEDDS committee.

The Tri-County Economic Development District's Board of Directors serve as the CEDDS committee. The Board normally consists of eighteen members (five from each participating county and three "at large" slots earmarked for minority representation), and eighteen Alternate Directors.

Please see Exhibit 5 for a complete list of Board of Director members and Alternates.

Although not "official" CEDDS committee members, local government, staff members, local economic development organizations, and other interested individuals from the community are invited to participate in all CEDDS related meetings.

CED Document Preparation

District staff, based on input provided by the CEDS committee; local economic development organizations; local government planning, public works and administrative staffs; elected officials; and the community at large, prepared the document for approval by the CEDS committee.

The Strategic Planning Process began with the Tri-County EDC staff researching basic demographics and trends in the region. Staff also completely reformatted the outline of its planning document. TCEDC staff also researched the CEDS requirements, developing a questionnaire that was distributed to each of our member jurisdictions prior to the CEDS workshop. The questionnaire was designed to provide a mechanism for evaluating strengths and weaknesses, and identifying factors that impact the economic performance of the specific jurisdiction. TCEDC requested that each of the member jurisdictions provide a copy of the completed questionnaire to TCEDC prior to the CEDS workshop. This enabled us to provide attendees at the CEDS workshop with a summary of economic impact themes.

Partners

Participation in preparing the document was widespread. The Tri-County EDC held a workshop in which the following individuals were invited to attend: member communities, local public economic development organizations, private economic development organizations, education representatives, job training representatives, private sector representatives, elected officials, TCEDC Board members (CEDS Committee members), and others interested in the planning process.

Please see Exhibit 6 for a list of all those invited to participate in the planning process, and Exhibit 7 for a list of those who attended the CEDS workshop.

Planning Process

The first step in the planning process was the demographic and labor market analysis. Understanding the makeup of the region, the next step was to develop a regional vision. The vision was to represent where the region wanted to see itself 10 to 20 years from now. In order to complete the visioning process, a facilitator was brought in without any preconceived ideas or biases about economic development in the region. Those participating in the planning workshop were asked to think beyond traditional boundaries, they were told to forget all limitations, and discuss a vision that could be long range, comprehensive in nature, and address the new Economic Development Administrations Investment Criteria.

The planning workshop attendees were broken into five groups, each group developed their own vision. The next step was to develop a list of general strategies for achieving their specific vision. The vision statements and general strategies were then shared with the group. The next step was to identify goal topics that were consistent throughout the five groups.

The Tri-County EDC then took the results of the visioning and brainstorming workshop and summarized the vision statements into a consolidated vision statement. Their next step was to associate each of the general strategies with a specific goal topic. The Tri-County EDC distributed the consolidated vision statement, goal topics, and general strategies to the point person from each jurisdiction. A conference call was held on May 24th to discuss the results and to reach consensus on this information.

The final step was for each jurisdiction to identify their priority projects in support of the goal topics and general strategies. These are included in the CEDS document, and will be reviewed and updated on an annual basis by each of our jurisdictions.

The outcome was a strategic plan to which the local communities were able to pinpoint how their local priority projects fit within the needs of the region, as well as help the local communities develop priority projects that they may or may not have considered, absent the planning process. Please see Exhibits 9 and 10 for examples of

documents used during the CEDS planning process. The outcome of the process is reported in this document in the section entitled “*Vision Statement, Goal Topics and General Strategies*”.

District staff then presented the draft CEDS document to the CEDS committee during its June 16th Board meeting. The Executive Director contacted each of the member organizations in early June to see if key staff members, or their local elected officials would be interested in TCEDC staff preparing a presentation for their community on the TCEDC, its accomplishments, future projects, and results of the planning process.

The final document will be mailed to all member organizations, local elected officials, local economic development organizations, TCEDC Board members, TCEDC Alternate Board members, TCEDC Loan Advisory Committee members, and other interested individuals so that they may use the document as a resource document over the next several years.

ANALYSIS OF THE REGION

General Description of the Area

The Tri-County Economic Development District is located in the northern portion of the Sacramento Valley, approximately 90 miles north of Sacramento in northern California, and is composed of Butte, Glenn, and Tehama counties. The City of Chico, located in Butte County serves as the regional growth center.

Three national forests bordering a large agricultural producing valley exist within the District. The region's climate varies with elevation but is generally marked by hot summers and heavy winter rains. Average temperatures range from 35 degrees to 95.4 degrees. The region averages over 25 inches of rain per year. The total land and water area of the region is 5,963.4 square miles of which only 398 miles are covered by water.

The District includes four geomorphic provinces: the Sacramento Valley; the Cascades; the Sierra Nevada; and, the Coast Ranges.

On the west, the Coast Ranges form a rugged topography. To the east, the Sacramento Valley merges with the Sierra Nevada and the foothills of the Cascade Range. Elevation ranges from a low of 65 feet to over 8,000 feet, exhibiting diverse climatic and geographical features.

The region possesses vast amounts of natural resources. The majority of the region sits on the rich soils of the Sacramento Valley. Surface waters are good to excellent for agriculture and domestic uses. Other resources include timber, sand, ballast, gravel, stone, volcanic cinders, natural gas, and placer gold.

The national forests, Lake Oroville, Bidwell Park, and various wildlife refuges provide some of the many recreational opportunities within the region.

Butte County

Butte County, population 214,119, is situated on the east side of Northern California's Sacramento Valley. The surrounding counties include Plumas on the northeast, Glenn on the west, and Tehama on the northwest. The county covers 1,675 square miles.

The five incorporated cities in Butte County are Paradise, Chico, Oroville, Gridley, and Biggs. Chico is the county's largest city and is an urban center for the surrounding agricultural area. California State University, Chico, with an enrollment of about 16,000 students, is also located here.

Oroville, the county seat and third largest city, is located near the site of the Oroville Dam, which is the world's largest earth-filled dam. The major industries of the Oroville area are agriculture, lumber and wood products, food processing, and the service associated with the surrounding recreational area. Located near Oroville are the farming and food producing communities of Biggs, Palermo, Richvale, and Gridley.

The Town of Paradise was incorporated during 1979 and is the second largest city in Butte County. Located northeast of Chico, Paradise is mainly a residential community.

Glenn County

Glenn County, population 28,197, is located in the northern Sacramento Valley and the eastern foothills and mountains of the Coast Range, approximately 80 miles north of the City of Sacramento. The County encompasses approximately 1,317 square miles and extends from the Sacramento River west to the Coast Range. Located in Glenn County are the cities of Willows and Orland and the unincorporated communities of

Hamilton City, Ord Bend, Artois, Elk Creek, Butte City, West Orland, and Glenn and numerous other small settlements.

Glenn County extends across the west-central portion of the Sacramento Valley, rising from an elevation of about 655 feet at the Sacramento River to over 7,000 feet in the northern Coast Range. The county's 842,000 acres are divided between farmland on the floor of the valley and grazing land and mountain forests in the eastern part of the Mendocino National Forest.

Agriculture has historically been the dominant sector of the Glenn County economy. In fact, intensive agricultural production has been a significant activity since the initial settlement of the county. Rice grown in the eastern valley floor portion of the county represents the single most substantial agricultural commodity produced in the county.

Tehama County

Situated in the northern part of the Sacramento Valley, Tehama County, population 60,019 is a rural county with diverse geographical features. The county consists of broad, low alluvial plains, bordered on the east by the Sierra Nevada on the west by the Pacific Coast Range.

The Sacramento Valley divides the county, running from north to south. The water of the Sacramento River supports a great range of agricultural activities. The rich Tehama County bottom lands produce a large percentage of the State's almonds, walnuts and prunes. Olives, peaches, strawberry plants and various grain crops are also grown in the favorable climate. With an abundance of good pasture and range land, Tehama County is a very important part of the cattle and sheep industry in northern California. Vastly depleted forest lands are located both to the east and the west of the valley.

Historically, Tehama County has relied on resource based industries for economic stability. Unfortunately, due to a variety of reasons, these industries have declined considerably over the past 20 years.

Income

The following summarizes the statistics for per capita income as described by the U.S. Bureau of Economic Analysis for the period 1993 – 2003.

In 2003 Butte had a per capita personal income ([PCPI](#)) of \$23,799. This PCPI ranked 44th in the state and was 71 percent of the state average, \$33,415, and 76 percent of the national average, \$31,472. The 2003 PCPI reflected an increase of 1.8 percent from 2002. The 2002-2003 state change was 1.7 percent and the national change was 2.2 percent. In 1993 the PCPI of Butte was \$16,793 and ranked 47th in the state. The 1993-2003 average annual growth rate of PCPI was 3.5 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.0 percent.

In 2003 Glenn had a per capita personal income ([PCPI](#)) of \$20,641. This PCPI ranked 54th in the state and was 62 percent of the state average, \$33,415, and 66 percent of the national average, \$31,472. The 2003 PCPI reflected an increase of 3.2 percent from 2002. The 2002-2003 state change was 1.7 percent and the national change was 2.2 percent. In 1993 the PCPI of Glenn was \$16,750 and ranked 48th in the state. The 1993-2003 average annual growth rate of PCPI was 2.1 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.0 percent.

In 2003 Tehama had a per capita personal income (PCPI) of \$20,711. This PCPI ranked 52nd in the state and was 62 percent of the state average, \$33,415, and 66 percent of the national average, \$31,472. The 2003 PCPI reflected an increase of 1.5 percent from 2002. The 2002-2003 state change was 1.7 percent and the national change was 2.2 percent. In 1993 the PCPI of Tehama was \$14,434 and ranked 56th in the state. The 1993-2003 average annual growth rate of PCPI was 3.7 percent. The average annual growth rate for the state was 4.0 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 1993-2003

| | 1993 | 2003 | % Change |
|----------------------|-----------|-----------|----------|
| Butte | \$ 16,793 | \$ 23,799 | 41.7% |
| Glenn | \$ 16,750 | \$ 20,641 | 23.2% |
| Tehama | \$ 14,434 | \$ 20,711 | 43.5% |
| Tri County | \$ 16,331 | \$ 22,898 | 40.2% |
| California | \$ 22,635 | \$ 33,415 | 47.6% |
| United States | \$ 21,346 | \$ 31,472 | 47.4% |

Source: U.S. Bureau of Economic Analysis

Household Size

Overall, the number of households increased during the period 1990 – 2005 in the tri-county region, averaging an annual growth rate of 1.2% for the region. The majority of the growth has occurred in the Butte and Tehama County areas. It is projected that growth will continue to increase steadily through 2010. The following table summarizes the growth in number of households for the region from 1990 – 2005 in thousands, as well as the project growth through 2010.

Number of Households (in thousands) 1990 - 2010

| | 1990 | % Change | 1995 | % Change | 2000 | % Change | 2005 | % Change | Proj. 2010 | % Change |
|---------------|--------------|----------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Butte | 72.23 | | 76.67 | 6.1% | 82.58 | 7.7% | 85.48 | 3.5% | 93.75 | 9.7% |
| Glenn | 8.86 | | 9.38 | 5.9% | 9.67 | 3.1% | 9.5 | -1.8% | 10.03 | 5.6% |
| Tehama | 18.8 | | 20.8 | 10.6% | 21.96 | 5.6% | 22.41 | 2.0% | 23.71 | 5.8% |
| Total | 99.89 | | 106.85 | 7.0% | 114.21 | 6.9% | 117.39 | 2.8% | 127.49 | 8.6% |

Source: California Department. of Finance, Demographic Research Unit
University Center for Economic Development, May 2005.

The number of persons per household has remained relatively stagnate from the period 1990 – 2005. Based on information from the U.S. Census Bureau, the average household size for the region in 2005 is 2.66.

Number of Persons per Household (1990 – 2005)

| | 1990 | % Change | 1995 | % Change | 2000 | % Change | 2005 | % Change |
|----------------|-------------|----------|-------------|---------------|-------------|---------------|-------------|--------------|
| Butte | 2.48 | | 2.42 | -2.4% | 2.41 | -0.4% | 2.43 | 0.8% |
| Glenn | 2.77 | | 2.77 | 0.0% | 2.76 | -0.4% | 2.92 | 5.8% |
| Tehama | 2.6 | | 2.54 | -2.3% | 2.51 | -1.2% | 2.63 | 4.8% |
| Average | 2.62 | | 2.58 | -1.58% | 2.56 | -0.65% | 2.66 | 3.80% |

Source: California Department. of Finance, Demographic Research Unit
University Center for Economic Development, May 2005.

Earnings by Industry

The following summarizes earnings by industry for the period 1993 – 2003 as was prepared by the U.S. Bureau of Economic Analysis. A comparison by industry between 1993 and 2003 was not possible due to the changes in SIC to NIACS industry classifications.

Earnings of persons employed in Butte County increased from \$1,928,825¹ in 1993 to \$3,146,133 in 2003, an average annual growth rate of 5 percent. The largest industries in 2003 were government and government enterprises, 21.8 percent of earnings; education, health, and social services 16.5 percent; and retail trade, 10.7 percent.

Earnings of persons employed in Glenn County increased from \$289,686 in 1993 to \$343,787 in 2003, an average annual growth rate of 1.7 percent. The largest industries in 2003 were government and government enterprises, 28.1 percent of earnings; farm, 18.2 percent of earnings, and manufacturing, 9.6 percent.

Earnings of persons employed in Tehama County increased from \$408,885 in 1993 to \$735,345 in 2003, an average annual growth rate of 6 percent. The largest industries in 2003 were government and government enterprises, 22.3 percent of earnings; manufacturing, 15.7 percent; transportation and warehousing, 11.4 percent.

Earnings by Industry, 2003

| | Butte | | Glenn | | Tehama | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| | Dollars (thousands) | % of Total Earnings | Dollars (thousands) | % of Total Earnings | Dollars (thousands) | % of Total Earnings |
| Total Earnings | \$ 3,146,133 | 100.0% | \$ 343,787 | 100.0% | \$ 735,345 | 100.0% |
| Farm earnings | \$ 80,316 | 2.6% | \$ 62,429 | 18.2% | \$ 28,706 | 3.9% |
| Forestry, fishing, mining and related activities | \$ 55,420 | 1.8% | \$ 7,830 | 2.3% | \$ 20,022 | 2.7% |
| Utilities | \$ 35,056 | 1.1% | \$ 5,077 | 1.5% | \$ 6,942 | 0.9% |
| Construction | \$ 226,383 | 7.2% | \$ 14,559 | 4.2% | \$ 37,479 | 5.1% |
| Manufacturing | \$ 166,898 | 5.3% | \$ 33,069 | 9.6% | \$ 115,231 | 15.7% |
| Wholesale trade | \$ 84,995 | 2.7% | \$ 13,491 | 3.9% | \$ 7,400 | 1.0% |
| Retail trade | \$ 336,225 | 10.7% | \$ 20,502 | 6.0% | \$ 75,489 | 10.3% |
| Transportation and warehousing | \$ 74,976 | 2.4% | \$ 19,751 | 5.7% | \$ 84,041 | 11.4% |
| Information | \$ 52,584 | 1.7% | \$ 1,403 | 0.4% | \$ 3,587 | 0.5% |
| Finance and insurance | \$ 151,030 | 4.8% | \$ 5,199 | 1.5% | \$ 18,889 | 2.6% |
| Real estate and rental and leasing | \$ 97,446 | 3.1% | \$ 3,182 | 0.9% | \$ 8,138 | 1.1% |
| Professional and technical services | \$ 199,132 | 6.3% | \$ 10,170 | 3.0% | \$ 32,519 | 4.4% |
| Management of companies and enterprises | \$ 19,242 | 0.6% | \$ 0 | 0.0% | \$ 3,767 | 0.5% |
| Administrative and waste services | \$ 94,894 | 3.0% | \$ 2,475 | 0.7% | \$ 13,970 | 1.9% |
| Education, health, and social services | \$ 520,275 | 16.5% | \$ 27,218 | 7.9% | \$ 69,603 | 9.5% |
| Arts, entertainment, and recreation | \$ 21,150 | 0.7% | \$ 572 | 0.2% | \$ 2,867 | 0.4% |
| Accommodation and food services | \$ 82,522 | 2.6% | \$ 7,788 | 2.3% | \$ 15,081 | 2.1% |
| Other services, except public administration | \$ 162,652 | 5.2% | \$ 12,565 | 3.7% | \$ 27,454 | 3.7% |
| Government and government enterprises | \$ 684,937 | 21.8% | \$ 96,507 | 28.1% | \$ 164,160 | 22.3% |

Source: U.S. Bureau of Economic Analysis

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

Population Statistics

As is explained in the following section, the Tri-County Region has been experiencing a steady population growth over the last several years. The growth is expected to continue over the next several years. The current and anticipated growth rates are potentially due to several factors: (1) migration north from more southern areas of the state, (2) relocation of retirees, (3) growth in student population for both CSU, Chico and Butte College, and (4) increased job opportunities for local youth and young adults (less young people migrating out of the region).

Current and Historical Data

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

Historical Population Data, 1995-2005

| | Butte | | Glenn | | Tehama | | Tri County | | California | |
|----------------------------|---------|----------|--------|----------|--------|----------|------------|----------|------------|----------|
| | Number | % Change | Number | % Change | Number | % Change | Number | % Change | Number | % Change |
| 1995 | 196,400 | | 26,150 | | 54,200 | | 276,750 | | 31,617,000 | |
| 1996 | 197,600 | 0.61% | 26,350 | 0.76% | 54,600 | 0.74% | 278,550 | 0.65% | 31,837,000 | 0.70% |
| 1997 | 198,700 | 0.56% | 26,400 | 0.19% | 54,900 | 0.55% | 280,000 | 0.52% | 32,207,000 | 1.16% |
| 1998 | 200,000 | 0.65% | 26,400 | 0.00% | 55,300 | 0.73% | 281,700 | 0.61% | 32,657,000 | 1.40% |
| 1999 | 201,000 | 0.50% | 26,300 | -0.38% | 55,500 | 0.36% | 282,800 | 0.39% | 33,140,000 | 1.48% |
| 2000 | 203,100 | 1.04% | 26,550 | 0.95% | 55,700 | 0.36% | 285,350 | 0.90% | 33,753,000 | 1.85% |
| 2001 | 205,028 | 0.95% | 26,727 | 0.67% | 56,299 | 1.08% | 288,054 | 0.95% | 34,441,561 | 2.04% |
| 2002 | 207,492 | 1.20% | 26,998 | 1.01% | 57,107 | 1.44% | 291,597 | 1.23% | 35,088,671 | 1.88% |
| 2003 | 210,022 | 1.22% | 27,424 | 1.58% | 58,119 | 1.77% | 295,565 | 1.36% | 35,691,442 | 1.72% |
| 2004 | 212,237 | 1.05% | 27,824 | 1.46% | 59,208 | 1.87% | 299,269 | 1.25% | 36,271,091 | 1.62% |
| 2005 | 214,119 | 0.89% | 28,197 | 1.34% | 60,019 | 1.37% | 302,335 | 1.02% | 36,810,358 | 1.49% |
| 10-Year Annual Avg. Change | | 0.87% | | 0.76% | | 1.03% | | 0.89% | | 1.53% |

Source: California Department of Finance

Labor Force Statistics

The following chart outlines the current unemployment rate for each of the counties within the district as of April 2005, as well as employment by industry.

Unemployment Rate & Employment by Industry

| | Butte | | Glenn | | Tehama | |
|--|---------------|----------------|--------------|----------------|---------------|----------------|
| | Dollars | Percent | Dollars | Percent | Dollars | Percent |
| Civilian Labor Force | 98,800 | | 11,700 | | 24,680 | |
| Civilian Employment | 92,500 | | 10,740 | | 22,980 | |
| Civilian Unemployment | 6,300 | | 960 | | 1,700 | |
| Civilian Unemployment Rate | 6.40% | | 8.20% | | 6.90% | |
| | | | | | | |
| Total, All Industries | 75,300 | 100.00% | 7,730 | 100.00% | 16,510 | 100.00% |
| Total Farm | 2,600 | 3.45% | 1,460 | 18.89% | 830 | 5.03% |
| Total Nonfarm | 72,700 | 96.55% | 6,270 | 81.11% | 15,680 | 94.97% |
| Goods Producing | 7,900 | 10.49% | 3810 | 49.29% | 2,880 | 17.44% |
| Natural Resources | 3,800 | 5.05% | 870 | 11.25% | 80 | 0.48% |
| Construction | 0 | 0.00% | 0 | 0.00% | 640 | 3.88% |
| Manufacturing | 3,900 | 5.18% | 590 | 7.63% | 2,160 | 13.08% |
| Service Providing | 64,800 | 86.06% | 5,370 | 69.47% | 12,800 | 77.53% |
| Trade/Transportation/Utilities | 13,700 | 18.19% | 1,500 | 19.40% | 3,980 | 24.11% |
| Wholesale Trade | 1,800 | 2.39% | 380 | 4.92% | 260 | 1.57% |
| Retail Trade | 10,100 | 13.41% | 740 | 9.57% | 2,110 | 12.78% |
| Transportation/ Warehousing | 1,800 | 2.39% | 380 | 4.92% | 1,670 | 10.12% |
| Information | 1,500 | 1.99% | 0 | 0.00% | 120 | 0.73% |
| Financial Activities | 4,300 | 5.71% | 160 | 2.07% | 440 | 2.67% |
| Professional & Business | 5,400 | 7.17% | 190 | 2.46% | 720 | 4.36% |
| Educational & health | 12,600 | 16.73% | 460 | 5.95% | 1,750 | 10.60% |
| Leisure & Hospital | 6,700 | 8.90% | 580 | 7.50% | 1,190 | 7.21% |
| Other Services | 4,000 | 5.31% | 130 | 1.68% | 460 | 2.79% |
| Government | 16,300 | 21.65% | 2,330 | 30.14% | 4,180 | 25.32% |
| | | | | | | |

The following chart provides a summary of the jobs by industry for each County and the Tri-County District.

Jobs by Industry - 2004

| | Butte | | Glenn | | Tehama | | Tri County | |
|--|--------|---------|--------|---------|--------|---------|------------|---------|
| | Number | Percent | Number | Percent | Number | Percent | Number | Percent |
| Total, All Industries | 74,200 | 100.0% | 7,580 | 100.0% | 17,220 | 100.0% | 99,000 | 100.0% |
| Total Farm | 2,600 | 3.5% | 1,540 | 20.3% | 1,240 | 7.2% | 5,380 | 5.4% |
| Natural Resources & Mining | 3,800 | 5.1% | 260 | 3.4% | 120 | 0.7% | 4,180 | 4.2% |
| Construction | n/a | - | n/a | - | 670 | 3.9% | n/a | - |
| Manufacturing | 4,000 | 5.4% | 580 | 7.7% | 2,280 | 13.2% | 6,860 | 6.9% |
| Wholesale Trade | 1,900 | 2.6% | 360 | 4.7% | 200 | 1.2% | 2,460 | 2.5% |
| Retail Trade | 10,000 | 13.5% | 710 | 9.4% | 2,160 | 12.5% | 12,870 | 13.0% |
| Transportation, Warehousing & Utilities | 1,800 | 2.4% | 360 | 4.7% | 1,630 | 9.5% | 3,790 | 3.8% |
| Information | 1,400 | 1.9% | n/a | - | 120 | 0.7% | n/a | - |
| Financial Activities | 4,100 | 5.5% | 140 | 1.8% | 450 | 2.6% | 4,690 | 4.7% |
| Professional & Business Services | 5,500 | 7.4% | 170 | 2.2% | 640 | 3.7% | 6,310 | 6.4% |
| Educational & Health Services | 12,300 | 16.6% | 410 | 5.4% | 1,790 | 10.4% | 14,500 | 14.6% |
| Leisure & Hospitality | 6,900 | 9.3% | 590 | 7.8% | 1,160 | 6.7% | 8,650 | 8.7% |
| Other Services | 3,700 | 5.0% | 140 | 1.8% | 470 | 2.7% | 4,310 | 4.4% |
| Government | 16,100 | 21.7% | 2,320 | 30.6% | 4,290 | 24.9% | 22,710 | 22.9% |

The following table outlines the projections for non-farm employment by industry for each County.

Employment by Industry Projections - 2008

| | Butte | | Glenn | | Tehama | |
|--|---------------|---------------|--------------|---------------|---------------|---------------|
| | Number | Percent | Number | Percent | Number | Percent |
| Total Non-farm | 76,600 | 100.0% | 7,060 | 100.0% | 16,870 | 100.0% |
| Goods Producing | 8,500 | 11.1% | 1,250 | 17.7% | 3,080 | 18.3% |
| Construction & Mining | 3,300 | 4.3% | 370 | 5.2% | 500 | 3.0% |
| Manufacturing | 5,200 | 6.8% | 880 | 12.5% | 2,580 | 15.3% |
| Service Producing | 68,000 | 88.8% | 5,810 | 82.3% | 13,790 | 81.7% |
| Transportation & Public Utilities | 3,000 | 3.9% | 370 | 5.2% | 480 | 2.8% |
| Trade | 18,300 | 23.9% | 1,890 | 26.8% | 4,780 | 28.3% |
| Wholesale Trade | 2,500 | 3.3% | 500 | 7.1% | 220 | 1.3% |
| Retail Trade | 15,800 | 20.6% | 1,390 | 19.7% | 4,560 | 27.0% |
| Finance, Insurance & Real Estate | 5,100 | 6.7% | 220 | 3.1% | 430 | 2.5% |
| Services | 24,000 | 31.3% | 890 | 12.6% | 3,460 | 20.5% |
| Government | 17,600 | 23.0% | 2,360 | 33.4% | 4,640 | 27.5% |

Industry Clusters

The following table outlines industry clusters identified for the Northern Sacramento Valley Region for the 1990-2002 time period.

Northern Sacramento Valley Region Industry Clusters

| Industry Clusters of Opportunity (1990-2002) | Employment (2002) | Rank by Size | Rank by Concentration | Rank by Growth Rate |
|---|--------------------------|---------------------|------------------------------|----------------------------|
| All Government* | 37,900 | 1 | 2 | 6 |
| Health Care & Social Assistance | 23,200 | 2 | 1 | 4 |
| Retail Trade | 22,900 | 3 | 3 | 7 |
| Accommodations and Food Services | 14,000 | 4 | 6 | 5 |
| Construction | 11,100 | 5 | 7 | 2 |
| Administrative and Waste Services | 8,800 | 6 | 8 | 8 |
| Other Services** | 8,100 | 7 | 5 | 1 |
| Transportation & Warehousing | 7,400 | 8 | 4 | 3 |

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

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

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

Source: California Economic Strategy Panel; California Regional Economies Project

VISION, GOAL TOPICS & GENERAL STRATEGIES

The CEDS Committee adopted a vision, goals, and general strategies during the planning for the 2005-2010 CEDS.

Vision

The Comprehensive Economic Development Strategy Committee completed a visioning process during a workshop held May 4th 2005. The Committee was asked to develop a vision for the tri-county region that would provide guidance for the region into the year 2015. After brainstorming and building consensus, the group developed the following vision statement:

In the year 2015, the Tri-County Economic Development District will be a diversified, sustainable regional economy utilizing collaborative private/public partnerships that support entrepreneurial development and innovation within existing and emerging industry clusters while maintaining an enduring quality of life.

A follow-up conference call was held where CEDS participants were given an opportunity to comment on the vision statement, as well as the Goal Statements and General Strategies. A consensus was reached by those participating.

Obstacles to Realizing the Vision

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

Summary of Obstacles:

- Lack of awareness and coordinated training efforts and needs.
- Lack of private sector participation in economic development efforts.
- Lack of education on economic development efforts.
- Lack of job diversification.
- Lack of advanced entrepreneurial programs.
- No regional marketing plan.
- Existence of limited financial resources for economic development services.
- Lack of delivery system for equity capital for businesses.
- Lack of reliable air service for passengers and freight.
- Lack of available improved land.
- Existence of special interest/self interest with lack of commitment to a shared vision.
- Need for mutual support by sharing resources.
- Fear of change.
- No identity for the region.
- Instant gratification mentality – what have you done for me lately?

GOAL TOPICS AND GENERAL STRATEGIES

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

- ◆ **Goal Topic 1:** *Entrepreneurial Climate*
- ◆ **Goal Topic 2:** *Technological Innovation*
- ◆ **Goal Topic 3:** *Ag-products/processes*
- ◆ **Goal Topic 4:** *Recreation/Tourism*
- ◆ **Goal Topic 5:** *Transportation Infrastructure*
- ◆ **Goal Topic 6:** *Higher Education*
- ◆ **Goal Topic 7:** *Aging Population*
- ◆ **Goal Topic 8:** *Quality of Life*

Goal Topic 1: *Entrepreneurial Climate*

General Strategies:

1. Provide support for market-driven economy.
2. Develop entrepreneurial training/education programs.
3. Plan for industry, commercial, and residential growth.
4. Increased job development with focus on creating jobs with livable wages.
5. Promote industry and job diversity.
6. Identify existing and emerging industry & business clusters through asset mapping.
7. Identify funding sources to assist entrepreneurs.
8. Develop regional entrepreneurial support services plan.
9. Promote regional products world-wide.
10. Develop infrastructure to retain and expand regional businesses.
11. Continue development of Airport Industrial Parks.

Goal Topic 2: *Technological Innovation.*

General Strategies:

1. Partner with institutions of higher learning in the research and development of new technologies.
2. Partner with institutions of higher learning to assist in identification of industry clusters that support new products and processes.
3. Support development of regional high tech communication including digital WIFI and internet connectivity.
4. Utilize natural resources to develop a sustainable regional energy policy (solar, water, wind).

Goal Topic 3: *Ag-products/processes*

General Strategies:

1. Maintain balance between existing commodities and specialty ag-products.
2. Provide supportive environment for development of new and innovative agriculture businesses, including agriculture processing and manufacturing.
3. Develop marketing strategy for regional agriculture related businesses to compete globally.

Goal Topic 4: *Recreation/Tourism*

General Strategies:

1. Develop regional recreation/tourism marketing plan.
2. Develop and promote local events.
3. Develop and promote ag-based tourism.
4. Identify and designate additional recreation areas.
5. Promote historical sites and parks.
6. Create Wildlife viewing destinations (eco lodge).
7. Develop strategy to be known as convention destination.
8. Support development of whitewater recreation industry.

Goal Topic 5: *Transportation Infrastructure*

General Strategies:

1. Improve roadways, highways, and freeway infrastructure.
2. Better utilize transportation corridors and inter-county transportation.
3. Continue to maintain and develop regional airports.
4. Identify and enhance logistics and distribution systems.

Goal Topic 6: *Higher Education*

General Strategies:

1. Increase opportunities through development of localized independent campuses and technology centers.
2. Utilize institutions of higher learning to provide support services to businesses, including career training in innovative technologies, and distance learning degrees.
3. Facilitate training and educational opportunities to meet current and future workforce needs, including senior education programs.

Goal Topic 7: *Aging Population*

General Strategies:

1. Take advantage of economic opportunities of aging population.
2. Increase support services (i.e. medical).
3. Develop continuum of care plans.
4. Continue to support development of senior housing and retirement facilities.
5. Continue to support development of senior educational programs.
6. Continue to utilize SCORE to provide support services to area businesses.
7. Support school partnerships with senior community.
8. Identify potential entrepreneurial careers for seniors.

Goal Topic 8: Quality of Life

General Strategies:

1. Develop affordable and diverse housing options.
2. Develop and support cultural opportunities.
3. Support jobs/housing balance.
4. Continue to enhance through parks, and outdoor services.
5. Identify and promote cultural and art programs.
6. Provide quality health care and education.
7. Create live and play environments.
8. Support balance of mixed land use.

STRENGTHS, WEAKNESSES, AND ECONOMIC PERFORMANCE FACTORS

Prior to the Visioning workshop a questionnaire was distributed to each of the member jurisdictions asking them to provide information on their community's strengths, weaknesses, and economic performance factors. Although all jurisdictions were asked to provide this information, not all responded. The following outlines the information received.

Strengths

Butte County

County

- Proximity to CSU, Chico and Butte College
- New recreational activities
- Near renewable resources
- Affordable housing and industrial sites in the South County area
- Availability and cost of semi-skilled labor
- Business to CSU, Chico relationship

Chico

- Compact community
- Availability of Rail, Truck Transportation
- Chico Redevelopment Agency
- Quality of Life
- Excellent work force
- California State University, Chico

Gridley

- Access – Highway 99; easy access to Interstate 5 and 80; close proximity (60 miles) to Sacramento International Airport
- Utilities – city-owned electrical with rates 15% to 30% lower than competition
- Product – Industrial Park, Pacific Flyway, Housing, Work force for targeted industries
- Affordable Housing – 500 new units planned, median cost is \$147,500
- Work force – Small town atmosphere but able to draw on a strong labor market
- Recreation – Pacific Flyway, proximity to recreational facilities and activities; Butte County fair and Feather River
- City Government – pro-business and entrepreneurial attitude

Oroville

- Proximity to airport
- Proximity to Feather River
- Adjacent to major thoroughfare – Highway 70
- Rail accessibility
- Located in the foothills of the Sierra Nevada Mountains
- Large industrial area
- Good labor market
- Cheap land

Paradise

- Somewhat “off the beaten path”
- Environment Differ from that of the valley
- Supportive elected officials, management team & business community
- Community-based economic development momentum

Glenn County**Orland**

- Proximity to Interstate 5
- Inexpensive land costs

Willows

- 1-5 Corridor with two off-ramp access opportunities
- Airports at the north and south end of Glenn County provide for small plane access with sufficient space for industrial development in the immediate vicinity
- Affordable housing and developable land
- Regional government center

Tehama County**Red Bluff**

- Relatively small community with growth potential
- Growth supportive organization/community
- Desirable location; I-5 Freeway access; Sacramento River

Weaknesses**Butte County****County**

- Not located on Interstate 5
- Lack of airline carriers
- Lack of proximity to high tech industries
- High housing prices
- Lack of available and affordable “ready-to-go” industrial land
- Lack of available high-skilled labor

Chico

- Not on Interstate 5
- Minimal air service
- Proximity to large metropolitan area: Sacramento
- Housing affordability
- Transportation
- Job diversity

Gridley

- Lack of infrastructure and entrance at Industrial Park, reuse of closed plant facilities
- Lack of incentives, such as, Enterprise Zone tax credits, agriculture production tax credits, low interest loans, risk funds, relocation fund
- California business climate issues – PG&E exit fee, worker’s comp, and insurance, high cost of doing business in California as compared to Reno

- Butte County's economic plight, an entitlement community – job losses, high unemployment and underemployment, low income/high poverty levels – this affects all jurisdictions in Butte County
- Highway 99 status and plan
- Sewer capability for industrial waste, particularly at the Industrial Park and Rio Pluma
- Closed cannery
- Traditional businesses – need expansion of entrepreneurial training

Oroville

- Distance from major employers
- Highway 70 – 2 lane road from most of Marysville
- Distance from main metropolitan area
- Lack of educated/high-end technical workers
- Butte County seat/Welfare distribution
- Small population as compared to metropolitan areas

Paradise

- Individual wastewater disposal systems
- Not on a major truck, train, air carrier route
- Environmental constraints which limit the size of the business
- Available land
- Business support infrastructure

Glenn County

Orland

- Rural location
- Low income levels

Willows

- Distance to major metropolitan area
- Agriculture as the major economic resource leaves the local economy subject to rise and fall of agricultural markets
- Limited staffing for planning and development services
- Aging infrastructure
- Weak commercial/industrial presence

Tehama County

Red Bluff

- Lack of Higher Education facilities.
- Shortage of skilled workers.
- Distance to other urban centers.
- Distance to major airports.
- Lack of quality and variety of businesses.
- Lack of tourism related businesses.
- Existing transportation street network.
- Sewer and water capacity.

Factors that Impact Economic Performance

Direct Impacts

Butte County

County

- Regional land use planning
- Expansion of infrastructure for transportation systems
- Increase in energy costs

Chico

- Transportation Systems (Air, Hwy 99)
- Financial resources for infrastructure and housing
- Limited air service

Gridley

- Cal Trans' plans for Hwy 99
- Inability to obtain infrastructure financing
- PG&E exit fees
- Drainage
- Development of corridor between Biggs and Gridley controlled by County
- State budget constraints
- Availability of federal grants
- Sales tax generating businesses on Highway 99
- Increasing legislative control over land use decisions reducing the City's ability to plan for the future of the City.
- Potential requirements for tertiary treatment at sewer facilities, which is very costly and would be borne by sewer system users
- Increased legislative restrictions such as requirement for lower arsenic levels in water, which is very costly and would be borne by sewer system users
- Lack of availability of low cost electrical resources for wholesale providers

Oroville

- Enterprise Zone
- Loans
- Business Assistance

Paradise

- State "take-aways" – Property tax, VLF, Road/Transportation projects
- Wastewater constraints/cost
- Retail Opportunities
- Long-standing "reliance" on Chico as economic, cultural, & employment center

Glenn County

Orland

- State Revenue thefts
- County land use actions (lack of current general plan)

Willows

- Williamson Act- The ability to pay significantly reduced property taxes provides a disincentive to make land available for development
- Lack of locally-available capital
- Rising fuel costs

Tehama County

Red Bluff

- High Cost of State and Federal environmental mitigations of wetlands and species.
- Lack of State and Federal resources to repair and expand I-5 and Highway 36.
- Significant agriculture region.

Indirect Impacts

Butte County

County

- High cost of housing
- CSU, Chico and Butte College
- Recreational opportunities

Chico

- Housing
- Environmental Issues
- State, government taking local funds
- Wetlands

Gridley

- Population growth and increased housing is straining the city's ability to accommodate services such as schools, police, fire, water, sewer, etc.
- Jobs- housing imbalance
- Retaining and maintaining local hospital to serve population
- Quality of public education in the community
- Crime rate, activities for children; reuse of old closed theater – control gangs
- Reuse of closed cannery – potential environmental
- Availability of jobs
- Housing
- Industrial sewer capability to protect water

Oroville

- Developing the Waterfront Property Project
- Encouraging business and development

- A Thriving downtown business/tourist center

Paradise

- None listed

Glenn County

Orland

- Rising costs of housing
- Low vacancy rates of rentals

Willows

- Flood prone areas within and immediately surrounding the community
- While the local hospital has reorganized and is experiencing some rejuvenation, continued progress in health care facilities is vital
- Wastewater treatment facility and collection system
-

Tehama County

Red Bluff

- Rapidly increasing housing costs, including construction and land.
- Limited areas to accommodate large scale development.
- Limited health care options.

Changes in Economic Factors

Butte County

County

- Strengthening of America's Community Act

Chico

- Improvement of Hwy 99 through Chico

Gridley

- Highway 99-by pass and widening
- Closure of re-use of Signature Fruit Facility
- State's consolidation of funding programs
- Meeting current and projected growth demand
- Availability of infrastructure in areas of projected growth
- Mortgage interest rate
- Ability to expand sphere of influence
- Decline in interest rate
- Possible closure of the Biggs-Gridley Memorial Hospital due to lower than cost reimbursements from Medicare and Medi-Cal

Paradise

- None listed

Glenn County

Orland

- Lack of funds through Cal Trans for SR22 realignment.

Willows

- Continued efforts in workers compensation reform at the State level
- Area wide real estate boom may lead to further residential/commercial opportunities

Tehama County

Red Bluff

- Becoming a larger employer base while still providing affordable housing.

ECONOMIC DEVELOPMENT PARTNERS

Economic Development Resources

During the previous CEDS planning workshops, the participants brainstormed economic development resources that are available to businesses, employers, employees, and individuals. The Tri-County EDC then developed a draft list of resources spilt into those that are local, and those that are regional. The local communities were then asked to update the list for the 2005-2010 CEDS document.

Four major categories of economic development resources within the tri-county region have been identified. These categories include: (1) employment and training resources, (2) technical assistance resources, (3) financial assistance resources, and (4) general business assistance resources. The resource list has been developed to be used by businesses and practitioners as a quick source of information. Each resource is listed by category and service area.

Employment and Training Resources – Regional

| | | |
|--|---|--|
| Shasta College – Course availability and registration | Admissions and Records 11555 Old Oregon Trail PO Box 496006 Redding, CA 96049-6006 | (530) 225-4841 (530) 225-4995 fax admissions@shastacollege.edu www.shastacollege.edu |
| Butte Community College – Course availability and registration | Admissions & Records 3536 Butte Campus Drive Oroville, CA 95965-8399 | (530) 895-2361 (530) 895-2411 fax www.butte.cc.ca.us |
| Butte College Career Training Center – Skill enhancement courses, “fast track” occupational training, and other services. | 3536 Butte Campus Dr. Oroville, CA 95965 | (530) 895-2340 (530) 895-2530 fax www.butte.cc.ca.us/services/student/career |
| Employment Development Department – Labor market information, job listings | 2445 Carmichael Drive Chico, CA 95928 | (530) 895-4364 (530) 895-6488 fax www.calmis.cahwnet.gov |
| Butte College Contract Education – Performance analysis, on-site training, ability to develop specialized training for special needs businesses. | Barbara Maxey 2320 Forest Avenue Chico, CA 95928 | (530) 895-9018 (530) 895-9099 fax maxebya@butte.cc.ca.us |
| CSU, Chico – Course availability and registration | Admissions & Records CSU, Chico Chico, CA 95929 | (530) 898-6322 (530) 898-6456 fax info@csuchico.edu www.csuchico.edu |

Butte County Employment and Training Resources

| | | |
|--|--|--|
| Private Industry Council – Job listings, on-the-job training, customized training, tax credit information. | Bill Finley 78 Table Mountain Blvd. Oroville, CA 95965 | (530) 538-7301 (530) 534-1167 fax bfinley@ncen.org www.ncen.org |
| Butte County Office of Education – Academic development, career exploration, personal development | Don McNelis 1859 Bird Street Oroville, CA 95965 | (530) 532-5650 (530) 538-2063 fax www.bcoe.butte.k12.ca.us |

| | | |
|---|---|--|
| Adecco Employment Services – Regular and temporary job placement, comprehensive testing, professional screening | 240A West East Ave. Chico, CA 95972 | (530) 343-5000 (530) 343-6800 fax adeccp@maxinet.com www.adecco.com |
| Anderson & Associates Personnel Services – Regular and temporary job placement, comprehensive testing, professional screening | Joy Kimball 383 Connors Ct. Chico, CA 95926 | (530) 891-1955 (530) 894-1122 fax jkimball@andersonjobs.com |
| Express Personnel Services – Regular and temporary job placement, and screening. | 60 Independence Cir. Chico, CA 95973 | (530) 898-0688 (530) 898-0690 fax chico@expresspersonnel.net www.expresspersonnel.com |
| Interim Personnel, aka Spherion - Regular and temporary job placement, and screening. | 1560 Humboldt Road Chico, CA 95928 | (530) 899-1300 (530) 899-1346 fax chicola@aol.com |
| Kelly Services – Regular and temporary job placement and screening. | 125 Yellowstone Drive Chico, CA 95973 | (530) 891-5873 (530) 342-8553 fax www.kellyservice.com |
| Management Recruiters of Chico – Regular and temporary job placement specializing in management employment needs. | 2060 Talbert Drive Chico, CA 95928 | (530) 892-9898 (530) 892-8668 fax excscrch@msn.com members.aol.com/mrichico |
| Rush Personnel Services – Regular and temporary job placement, testing and certification. | 15 Independence Cir. Chico, CA 95973 | (530) 893-5500 (530) 893-0648 fax mail@rush-personnel.com www.rush-personnel.com |
| Staff Resources, Inc. – Temporary and permanent placement and personnel management services. | Craig Ahlsweede 870 Manzanita Ct. Chico, CA 95926 | (530) 345-2486 (530) 894-8767 fax sri@mail2.quiknet.com www.staffresources.com |
| Staff Temps, Inc. – Temporary and permanent placement and personnel management services. | 2460 Ceres Ave. Chico, CA 95926 | (530) 893-8367 (530) 893-0443 fax |

Glenn County Employment and Training Resources

| | | |
|---|---|--|
| Glenn County Human Resource Agency – Job training assistance, job placement assistance, employer tax credit programs, and job listings. | Cheri Hagen 420 East Laurel Street Willows, CA 95988 | (530) 934-1458 chagen@hra.co.glenn.ca.us |
| Glenn County Office of Education – Job training assistance, community education, and daycare programs. | Joni Samples 525 W. Sycamore Street Willows, Ca 95988 | (530) 934-6575 ext. 20 jsamples@glenncoe.org |
| Anderson & Associate Personnel Services – Regular and temporary job placement, comprehensive testing, professional screening | Joy Kimball 383 Connors Ct. Chico, CA 95926 | (530) 891-1955 (530) 894-1122 fax jkimball@andersonjobs.com |
| Staff Temps, Inc./Human Resource Solutions – Temporary and permanent placement, and personnel management services. | 2460 Ceres Ave. Chico, CA 95926 | (530) 893-8367 (530) 893-0443 fax |
| Kelly Services – Regular and temporary job placement and screening. | 125 Yellowstone Drive Chico, CA 95973 | (530) 891-5873 (530) 342-8553 fax www.kellyservice.com |

Tehama County Employment and Training Resources

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| Tehama County Office of Education – Job training assistance, community education. | Bob Douglas, Superintendent P.O. Box 689 1135 Lincoln Street Red Bluff, CA 96080 | (530) 527-5811 (530) 529-4120 fax www.tehama.k12.ca.us |
| Tehama County Job Training Center– Job training assistance and job placement assistance | 718 Main Street Red Bluff, CA | (530) 529-7000 www.jobtrainingcenter.org |
| Anderson & Associate Personnel Services – Regular and temporary job placement, comprehensive testing, professional screening | Joy Kimball 383 Connors Ct. Chico, CA | (530) 891-1955 (530)894-1122 fax jkimball@andersonjobs.com |
| Business Connections – Regular and temporary job placement, testing, and certification. | 810 Main Street Red Bluff, CA | (530) 527-6229 |
| Staff Temps, Inc./Human Resource Solutions – Temporary and permanent placement and personnel management services. | 2460 Ceres Ave. Chico, CA 95926 | (530) 893-8367 (530) 893-0443 fax |
| Corning Employment Center – Regular and temporary job placement, testing and certification. | 703 4 th Street Corning, CA 96021 | (530) 824-4193 www.jobtrainingcenter.org |
| Express Personnel Services – Regular and temporary job placement, and screening. | 60 Independence Cir. Chico, CA 95973 | (530) 898-0688 (530) 898-0690 fax chico@expresspersonnel.net www.expresspersonnel.com |
| Kelly Services – Regular and temporary job placement and screening. | 125 Yellowstone Drive Chico, CA 95973 | (530) 891-5873 (530) 342-8553 fax www.kellyservice.com |

Technical Assistance Resources - Regional

| | | |
|---|---|--|
| Butte Community College Small Business Development Center – Confidential counseling and technical assistance in the areas of writing business plans, financing strategies, budgeting, etc. Periodic workshops addressing small business issues are offered. | Sophie Konuwa 10 Williamsburg Lane Chico, CA 95926 | (530) 895-9017 (530) 895-9851 fax konuwaso@butte.cc.ca.us www.butte.cc.ca.us |
| Tri-County Economic Development Corporation – Full range of business services including finance, planning, technical assistance, project management, grant writing and public facilitating. | Marc Nemanic 3120 Cohasset Road, Suite 5 Chico, CA 95973 | (530) 893-8732 (530) 893-0820 fax marc@tricityedc.org www.tricityedc.org |
| Center for Economic Development – Technical assistance with demographic studies, forecasts, and market studies. | Dan Ripke CSU, Chico Chico, CA 95928-0765 | (530) 898-4598 (530) 898-4734 fax dripke@csuchico.edu www.csuchico.edu/cedp |
| California Association of Local Economic Development (CALED) – Statewide economic development association offering technical assistance and performance evaluations to local members. | Wayne Schell 550 Bercut Drive, Suite G Sacramento, CA 95814 | (916) 448-8252 (916) 448-3811 fax wshell@caled.org www.caled.org |

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|---|---|--|
| Center for International Trade – Technical assistance and training on how to develop or expand into export markets. | Jim Wilson 2050 Talbert Drive Chico, CA 95928 | (530) 879-9049 (530) 892-6679 fax wilsonja@butte.edu www.chico.citd.org |
| Health Occupation Regional Center – Technical assistance and training on how to develop and expand into the health occupation field. | Linda Zorn 260 Cohasset Rd., Suite A Chico, CA 95926 | (530) 879-4353 (530) 892-4368 fax zornli@butte.cc.ca.us www.healthoccupations.org |
| Center for Manufacturing Excellence – Assists with examining and implementing new manufacturing technology and business practices. | Dr. Kenneth Derucher College of Engineering, Computer Science, and Technology CSU, Chico Chico, CA 95929-003 | (530) 898-5963 (530) 898-4070 fax kderucher@csuchico.edu www.csuchico.edu |
| National Association of Development Organizations – Nationwide association offering technical assistance and advocacy for rural economic development districts. | Jason Boehlert 440 North Capitol Street, NW, Suite 390 Washington, DC 20001 | (202) 624-7806, ext. 2 (202) 624-8813 fax jboehlert@nado.org www.nado.org |

Butte County Technical Assistance Resources

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| Butte Economic Development Corporation – Assists with planning and implementation of local economic development projects and business recruitment | Bob Linscheid 555 Main Street, Suite 200 Chico, CA 95928 | (530) 343-3317 (530) 892-8197 fax blinscheid@wemanage.org www.wemanage.org |
| City of Chico – General technical assistance on city related issues | Tom Lando, City Manager 325 Main Street PO Box 3420 Chico, CA 95927 | (530) 896-7200 (530) 895-4825 fax tlando@ci.chico.ca.us www.chico.ca.us |
| City of Oroville – General technical assistance on city related issues | Pat Clark-Griffin 1735 Montgomery Street Oroville, Ca 95965 | (530) 538-2403 (530) 538-2414 fax clarkpi@cityoforoville.org www.cityoforoville.org |
| City of Gridley – General technical assistance on city related issues | Jack Slota 685 Kentucky Street Gridley, CA 95948 | (530) 846-5695 (530) 846-3229 fax jslota@gridley.ca.us www.gridley.ca.us |
| Town of Paradise – General technical assistance on community related issues. | Dennis Ivey 5555 Skyway Paradise, CA 95969 | (530) 872-5902 (530) 877-5059 fax divey@townofparadise.com www.townofparadise.com |
| County of Butte – General technical assistance on county related issues. | Paul McIntosh, CAO 25 County Center Drive Oroville, CA 95965 | (530) 538-7224 (530) 538-7120 fax pmcintosh@buttecounty.net www.buttecounty.net |
| Chico Chamber of Commerce – Source for information on business directories, relocation packets, information on what to see & do in Chico, the community economic profile, the Butte Film Commission, and host to an on-line local resource directory of service providers. | Jim Goodwin 300 Salem Street Chico, CA 95928 | (530) 891-5556 (530) 891-3631 fax jim@chicochamber.com www.chicochamber.com |
| Gridley Chamber of Commerce – | Kari Wheeler 613 Kentucky St. | (530) 846-3142 (530) 846-7165 fax |

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| | Gridley, CA 95948 | gridleychamber@hotmail.com gridleyareachamber.com |
| Paradise Ridge Chamber of Commerce – | Les Olinger 5555 Skyway, #1 Paradise, CA 95969 | (530) 877-9356 (530) 877-1865 fax lesolinger@hotmail.com www.paradisechamber.com |
| Oroville Chamber of Commerce – | Linda Dahlmeier 1789 Montgomery St. Oroville, CA 95965 | (530) 538-2542 (530) 538-2546 fax info@orovillechamber.net www.orovillechamber.net |

Glenn County Technical Assistance Resources

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|--|---|--|
| City of Willows – General technical assistance on city related issues. | Mike Mistrot 201 N. Lassen Willows, CA 95988 | (530) 934-7041 (530) 934-7402 fax mmistrot@cityofwillows.org www.cityofwillows.org |
| City of Orland – General technical assistance on city related issues. | Joe Riker 815 4 th Street Orland, CA 95963 | (530) 865-1603 (530) 865-1632 fax citymanager@cityoforland.com www.cityoforland.com |
| Glenn County Planning & Community Development – General assistance on county planning and community development related issues | Dan Obermeyer 125 S. Murdock Avenue Willows, CA 95988 | (530) 934-6540 (530) 934-6713 fax dano@countyofglenn.net www.countyofglenn.net |

Tehama County Technical Assistance Resources

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| Tehama Local Development Corporation – Technical assistance in the areas of business retention, attraction & recruitment | Dexter Wright 1790 Airport Blvd. P.O. Box 1224 Red Bluff, CA | (530) 529-7100 (530) 529-0453 fax dexter@tehama.net www.tldc.org |
| City of Red Bluff – General technical assistance related to city issues | Susan Price 555 Washington Red Bluff, CA 96080 | (530) 527-2605 (530) 529-6878 fax sprice@ci.red-bluff.ca.us www.ci.red-bluff.ca.us |
| City of Corning – General technical assistance related to city issues | Steve Kimbrough 794 Third Street Corning, CA 96021 | (530) 824-7020 (530) 824-2489 fax stevek@corning.org |
| County of Tehama – General technical assistance related to county issues. | George Robson 444 Oak Street Court House Annex Room I PO Box 250 Red Bluff, CA 96080 | (530) 527-2200 (530) 527-2655 fax grobson@co.tehama.ca.us |
| Corning Chamber of Commerce – General business and tourist assistance. | Pete Dagarret 110 Solano Street Corning, CA 96021 | (530) 824-5550 info@corningchamber.com www.corningchamber.org |
| Red Bluff Chamber of Commerce – General business and tourist assistance. | John Yingling, Manager 100 Main Street Red Bluff, CA 96080 | (530) 527-6220 rbchamber@tco.net www.redbluffchamberofcommerce.com |

Financial Assistance Resources - Regional

| | | |
|--|---|--|
| <p>Butte Community College Small Business Development Center/Small Business Administration– Confidential counseling in the areas of financing strategies, budgeting, etc. Periodic workshops addressing small financing issues are offered.</p> | <p>Sophie Konuwa 19 Williamsburg Lane Chico, CA 95926</p> | <p>(530) 895-9017 (530) 895-9851 fax konuwaso@butte.cc.ca.us www.cin.butte.cc.ca.us</p> |
| <p>Tri-County Economic Development Corporation – Provides gap financing for eligible companies through 10 different loan funds as well as state and federal programs.</p> | <p>Marc Nemanic 3120 Cohasset Rd. Ste. 5 Chico, CA 95973</p> | <p>(530) 893-8732 (530) 893-0820 fax marc@tricityedc.org www.tricityedc.org</p> |
| <p>CEDLI</p> | <p>George Williamson 1333 Broadway, Ste. 604 Oakland, CA 94612</p> | <p>(510) 267-8997 (510) 835-1332 fax gwilliamson@cedli.com www.cedli.com</p> |
| <p>Golden Capital Network – Provides a mechanism to link entrepreneurs and private investors.</p> | <p>Jon Gregory 155 E. Third Ave Chico, CA 95976</p> | <p>(530) 893-8828 (530) 893-8927 fax jon@goldencapital.net www.goldencapital.net</p> |
| <p>USDA Rural Development – Planning and TA funds, loan guarantees, loan fund capitalization, infrastructure loans</p> | <p>Ron Tackett 150-D Chuck Yeager Wy Oroville, CA 95965</p> | <p>(530) 533-4401 (530) 533-4936 fax ron.tackett@ca.usda.gov www.usda.gov</p> |
| <p>Economic Development Administration – Planning and TA funds, loan fund capitalization, infrastructure grants.</p> | <p>Deena Sosson Dept. of Commerce 801 I Street, Suite 411 Sacramento, CA 95814</p> | <p>(916) 498-5285 (916) 498-5286 fax dsosson@eda.doc.gov www.doc.gov/eda</p> |
| <p>Community Development Block Grant (CDBG) – Business loans, public infrastructure loans, business grants, and public infrastructure grants, and fund for planning and technical assistance.</p> | <p>Janet Myles 2710 Gateway Oaks Dr North Building, Ste. 190 Sacramento, CA 95833</p> | <p>(916) 263-0463 (916) 263-048 fax jmyles@hcd.ca.gov www.hcd.ca.gov</p> |

Butte County Financial Resources

| | | |
|---|---|---|
| <p>Tri-County EDC – City of Chico Revolving loan fund, Butte County Revolving loan fund, EDA General RLF</p> | <p>Michael Stanley 3120 Cohasset Rd. Ste. 5 Chico, Ca 95973</p> | <p>(530) 893-8732 (530) 893-0820 fax Michael@tricityedc.org www.tricityedc.org</p> |
| <p>Chico/Northern Butte County Recycling Market Development Zone – Low interest loans to companies that utilize recycled materials in product production and reduce the amount of waste taken to the waste stream.</p> | <p>Linda Herman 325 Main Street PO Box 3420 Chico, CA 95927</p> | <p>(530) 896-4603 (530) 895-4825 fax lherman@ci.chico.ca.us www.chico.ca.us www.ciwmb.ca.gov</p> |

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| City of Oroville Recycling Market Development Zone- Low interest loans to companies that utilized recycled materials in product production and reduce the amount of waste taken to the waste stream. | Eric Teitelman 1735 Montgomery St. Oroville, CA 95965 | (530) 538-2420 (530) 538-2426 fax teitelmanem@cityoforoville.org www.cityoforoville.org |
| Chico Redevelopment Agency – Potential financial assistance for manufacturing and commercial businesses that are located within a Redevelopment Project area and meet certain requirements. | Tom Lando City of Chico 325 Main Street PO Box 3420 Chico, CA 95927 | (530) 896-7200 (530) 895-4825 fax tlando@ci.chico.ca.us www.chico.ca.us |

Glenn County Financial Resources

| | | |
|--|---|--|
| Tri-County EDC – Glenn County Revolving loan fund, EDA RLF | Michael Stanley 3120 Cohasset Road, Ste. 5 Chico, Ca 95973 | (530) 893-8732 (530) 893-0820 fax Michael@tricityedc.org www.tricityedc.org |
| Glenn County Recycling Market Development Zone- Low interest loans to companies that utilized recycled materials in product production and reduce the amount of waste taken to the waste stream. | Dan Obermeyer 125 S. Murdock Willows, CA 95988 | (530) 934-6540 (530) 934-6713 fax dano@countyofglenn.net www.ciwm.ca.gov |
| Willows Redevelopment Agency Potential financial assistance for manufacturing and commercial businesses that are located within the Redevelopment Project area and meet certain requirements. | Mike Mistrot 201 N. Lassen Willows, CA 95988 | (530) 934-7041 (530) 934-7402 fax mmistrot@cityofwillows.org |
| Glenn County Micro-Enterprise Program – Small business loan program. | Dan Obermeyer 125 S. Murdock Willows, CA 95988 | (530) 934-6540 (530) 934-6713 fax dano@countyofglenn.net |
| Bank of America – Business and personal banking services | 328 Walker Orland, Ca 95963 155 N. Tehama Willows, CA 95988 | (800) 346-7694 (800) 346-7694 |
| Umpqua Bank – Business and personal banking services | 301 Walker Orland, CA 95963 160 N. Butte Willows, CA 95988 | (530) 865-4483 (530) 934-4661 |
| Tri Counties Bank – Business and personal banking services | 100 E. Walker Orland, CA 95963 210 N. Tehama Willows, CA 95988 | (530) 865-5524 (530) 934-2191 |
| US Bank – Business and personal banking services | 32 E. Walker (w/in Holiday Mrkt.) Orland, CA 95963 221 W. Sycamore Willows, CA 95988 | (530) 865-6760 (530) 934-5468 |

Tehama County Financial Resources

| | | |
|---|--|--|
| Tri-County EDC – Tehama County Revolving loan fund, EDA RLF | Michael Stanley 3120 Cohasset Rd. Ste. 5 Chico, Ca 95973 | (530) 893-8732 (530) 893-0820 fax Michael@tricityedc.org www.tricityedc.org |
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| Premier West Bank – Commercial and personal banking services. | Larry Bailey 890 Cypress Avenue Redding, CA 96001 | (530) 242-6143 (530) 8327 fax larry.bailey@permierwes tbank.com |
| Umpqua Bank – Commercial and personal banking services. | Bill Eccison, President 237 South Main Red Bluff, CA 96080 | (530) 529-0476 |

Business Assistance – Regional

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|---|--|--|
| <p>Tri-County Economic Development Corporation Full range of business services including finance, planning, technical assistance, project management, grant writing and public facilitating.</p> | <p>Marc Nemanic 3120 Cohasset Rd. Ste. 5 Chico, CA 95973</p> | <p>(530) 893-8732 (530) 893-0820 fax marc@tricountyedc.org www.tricountyedc.org</p> |
| <p>Kay Zimmerlee – Business Consultant</p> | <p>5544 Erin Way Paradise, CA 95969</p> | <p>(530) 872-1606 kzimmerlee@aol.com</p> |
| <p>Chabin Concepts Economic development and marketing consultant</p> | <p>Audrey Taylor 2889 Cohasset Rd, Ste 5 Chico, CA 95973</p> | <p>(530) 345-0364, ext. 4 (530) 345-6417 fax Audrey@chabinconcepts.com</p> |
| <p>Pacific Gas & Electric – Information on billing rates and programs specifically designed for commercial and industrial customers.</p> | <p>Mike Travis 340 Salem Street Chico, CA 95928</p> | <p>(530) 896-4224 (530) 896-4292 fax mh1@pge.com www.pge.com</p> |
| <p>California Water Service Company – Information on billing rates, capacity, and facility locations.</p> | <p>Dorothy Lytle 1540 Esplanade Chico, CA 95926</p> | <p>(530) 895-8486 (530) 895-8492 fax dlytle@calwater.com www.calwater.com</p> |
| <p>Pacific Bell – Information on business and commercial rates and services.</p> | <p>Linda Langston 1370 E. Lassen Ave Chico, CA 95926</p> | <p>(530) 895-9343 (530) 895-0711 fax linda.langston@pactel.com www.pacbell.com</p> |
| <p>Butte Community College Small Business Development Center – Confidential counseling and technical assistance in the areas of writing business plans, financing strategies, budgeting, etc. Periodic workshops addressing small business issues are offered.</p> | <p>Sophie Konuwa 19 Williamsburg Lane Chico, CA 95926</p> | <p>(530) 895-9017 (530) 895-9851 fax konuwaso@butte.cc.ca.us</p> |
| <p>Butte College Contract Education – Performance analysis, on-site training, ability to develop specialized training for special needs businesses.</p> | <p>Barbara Maxey 2320 Forest Avenue Chico, CA 95926</p> | <p>(530) 895-9018 (530) 895-9099 fax maxeyba@butte.cc.ca.us</p> |
| <p>Margaret Schmidt – Provides business consulting services.</p> | <p>8735 Pratt Avenue Durham, CA 95938</p> | <p>(530) 894-8877 (530) 570-1013 fax margarets@maxinet.com</p> |

Butte County Business Assistance Resources

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| Chico Economic Planning Corporation (CEPCO) – Site selection assistance, business retention and expansion programs, and business advocacy. | Bob Linscheid 555 Main Street, Ste. 200 Chico, Ca 95928 | (530) 343-3317 (530) 892-8197 fax blinscheid@wemanage.org www.wemanage.org |
| Butte Economic Partnership – Site selection and recruitment efforts | Bob Linscheid 555 Main Street, Ste. 200 Chico, Ca 95928 | (530) 343-3317 (530) 892-8197 fax blinscheid@wemanage.org www.wemanage.org |
| Butte Economic Development Corporation (Butte EDC) – Implementation of the Butte County Job Creation Plan, county-wide business recruitment, and community coordination. | Bob Linscheid 555 Main Street, Ste. 200 Chico, Ca 95928 | (530) 343-3317 (530) 892-8197 fax blinscheid@wemanage.org www.wemanage.org |
| City of Chico Community Development Department – Information on land use, permitting, building codes, etc. | Dave Burkland PO Box 3420 325 Main Street Chico, CA 95927 | (530) 879-6302 (530) 895-4825 fax dburlan@ci.chico.ca.us www.chico.ca.us |
| City of Gridley Planning Department – Information on land use, permitting, etc. | Bobb Lunt 685 Kentucky Street Gridley, CA 95948 | (530) 846-3143 (530) 846-3229 fax rlunt@gridley.ca.us |
| City of Oroville Community Development Department – Information on land use, permitting, etc. | Pat Clark-Griffin 1735 Montgomery Street Oroville, CA | (530) 538-2403 (530) 538-2414 fax clarkpi@cityoforoville.org |
| Butte County Planning Department – Information on land use, permitting, etc. | Jennifer Macarthy 25 County Center Drive Oroville, CA 955965 | (530) 538-6182 (530) 538-7120 fax jmacarthy@buttecounty.net www.buttecounty.net |
| Town of Paradise Planning Department – Information on land use, permitting, etc. | Dennis Ivey 5555 Skyway Paradise, CA | (530) 872-5902 (530) 877-5059 fax divey@townofparadise.com www.townofparadise.com |
| Oroville Chamber of Commerce - | Linda Dahlmeier 1789 Montgomery Street Oroville, CA 95965 | (530) 538-2542 (530) 538-2546 fax info@orovillechamber.net www.orovillechamber.net |
| Paradise Chamber of Commerce – | Les Olinger 5555 Skyway, #1 Paradise, CA 95969 | (530) 877-9356 (530) 877-1865 fax lesolinger@hotmail.com www.paradisechamber.com |
| Gridley Chamber of Commerce/Gridley Business Improvement District - | 613 Kentucky Street Gridley, CA 95948 | (530) 846-3142 (530) 846-7165 fax gridleychamber@hotmail.com www.gridleyareachamber.com |
| Downtown Chico Business Association – Business advocacy for Downtown Chico, marketing, festivals, physical improvements | Katrina Davis 336 Broadway, Ste 12 PO Box 3670 Chico, CA 95927 | (530) 345-6500 (530) 345-3277 fax |
| Oroville Economic Development Corporation (OEDCO) | John Peace PO Box 959 Oroville, CA 95965 | (530) 533-2960 (530) 533-3806 fax jpd@oedco.org www.oedco.org |

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| Chico Chamber of Commerce – Source for information on business directories, relocation packets, information on what to see & do in Chico, the community economic profile, and the Butte Film Commission. Hosts a regional on-line linking center | Jim Goodwin 300 Salem Street Chico, CA 95928 | (530) 891-5556 (530) 891-3613 fax jim@chicochamber.com www.chicochamber.com |
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Glenn County Business Assistance Resources

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| Glenn County Human Resource Agency – General business assistance programs. | Cheri Hagen 420 E. Laurel Willows, Ca 95988 | (530) 934-1458 chagen@hra.co.glenn.ca.us |
| City of Willows Planning Department – Information on land use, permitting, etc. | Mike Mistrot City Manager 201 N. Lassen Willows, Ca 95988 | (530) 934-7041 (530) 934-7402 fax mmistrot@cityofwillows.org |
| Glenn County Planning Department. – Information on land use, permitting, etc. | Dan Obermeyer 125 S. Murdock Street Willows, CA 95988 | (530) 934-6540 (530) 934-6713 fax dano@countyofglenn.net |
| City of Orland Planning Department – Information on land use, permitting, etc. | Joe Riker 815 4 th Street Orland, CA 95963 | (530) 865-1603 (530) 865-1632 fax citymanager@cityoforland.com |
| Willows Area Chamber of Commerce – | 118 W. Sycamore Street Willows, CA 95988 | (530) 934-8150 (530) 934-8710 fax willowschamber@dcsi.net www.willowschamber.org |
| Orland Chamber of Commerce | Rick Krepelka 636 Third Street Orland, CA 95963 | (530) 865-2311 (530) 865-8171 fax info@orlandchamber.com www.orlandchamber.com |
| Orland Business Improvement Association– | Joe Riker 815 4 th Street Orland, CA 95963 | (530) 865-1603 (530) 865-1632 fax citymanager@cityoforland.com |

Tehama County Business Assistance Resources

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| Tehama Local Development Corporation – Technical assistance in the areas of business retention, attraction & recruitment | Dexter Wright 1790 Airport Blvd. P.O. Box 1224 Red Bluff, CA | (530) 529-7100 (530) 529-0453 fax dexter@tehama.net www.tldc.org |
| Red Bluff Chamber of Commerce – Business and tourist assistance/ | John Yingling, Manager 100 Main Street Red Bluff, CA | (530) 527-6220 rbchamber@tco.net www.redbluffchamberofcommerce.com |
| Corning Chamber of Commerce | Pete Dagarret 110 Solano Street Corning, CA 96021 | (530) 824-5550 info@corningchamber.org www.corningchamber.org |

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| City of Red Bluff Planning Department – Information on land use, permitting, etc. | Charlie Mullen 555 Washington Red Bluff, CA 96080 | (530) 527-3059 (530) 529-6938 fax cmullen@ca.red-bluff.ca.us www.ci.red-bluff.ca.us |
| City of Corning Planning Department – Information on land use, permitting, etc. | Steve Kimbrough 794 Third Street Corning, CA 96080 | (530) 824-7020 (530) 824-2489 fax stevek@corning.org |
| Tehama County Planning Department – Information on land use, permitting, etc. | George Robson 444 Oak Street Court House Annex Room I P.O. Box 250 Red Bluff, CA 96080 | (530) 527-2200 (530) 527-2655 fax grobson@co.tehama.ca.us |
| Historic Red Bluff Association – | 100 Main Street Red Bluff, CA 96080 | (530) 528-1668 |
| Corning Business Improvement District – | Steve Kimbrough 794 3 rd Street Corning, CA 96021 | (530) 824-7020 (530) 824-2489 fax stevek@corning.org |

2005-06 DISTRICT-WIDE PRIORITY PROJECTS

Taking into consideration the vision, goals, and general strategies of the region, the local communities were asked to develop priority project lists that outline specific projects to be completed in each of their jurisdictions. The TCEDC Board, sitting as the CEDS Committee reviewed the proposed priority project lists and approved the CEDS document. Please see Exhibit 11 for a copy of the Board resolution of approval for the 2005-2010 CEDS.

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

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

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

Priority A (near term projects)

County of Butte

1. Pursue Business Research Park Development Opportunities:
 - a. Complete a Business Research Park Feasibility Study.
 - b. Seek funding for the development of necessary infrastructure to serve development of a Business Research Park within appropriate areas within the County.
 - c. Develop partnership with CSU, Chico for development of a Business Research Park.
 - d. Initiate recruitment of major corporations for industrial locations throughout the County.
2. Work toward implementation of Vision 2008.
3. Pursue development of value added agriculture products/facilities within the County.
4. Develop a web-based tool for the purpose of coordinating the provision of economic development services and promoting the Butte County area to businesses that may be interested in locating or expanding their businesses within the County.
5. Support business development and expansion through the provision of business mentoring and consulting services.

City of Chico

1. Improve access to the east side of the airport including the widening and reconstruction of Cohasset Road.
2. Infrastructure improvements to the west side of the Chico Municipal Airport (CMA).
3. Business Retention and Expansion programs.
4. Improve access to southwest industrial areas.
5. Develop a Technology Infrastructure Plan.

City of Gridley

1. Construction of Phase II of Industrial Park Infrastructure including railroad crossing, Highway 99 access, internal road system, and sewer capability.
2. Retain hospital.
3. Highway 99 - widening, bypass, entrance, streetscape, business locations.

City of Oroville

1. Secure additional Community Development Block Grant (CDBG) Enterprise Grant Funds and utilize existing Enterprise Grant Funds and Revolving Loan Funds to the fullest extent to assist in filling the financial gap related to proposed business expansion and retention projects.
2. Infrastructure for Airport Business Park and Industrial Unit 2.
3. Marketing video, electronic brochures, flash e-mail movies, and electronic interactive site for business recruitment.
4. Gate Way and River Front Commercial and Recreational Development.
5. Development of a Business Incubator.

Town of Paradise

1. Develop clustered wastewater collection and treatment system(s) to serve commercial and industrial areas.
2. Development of a community business/employment center.

County of Glenn

1. Business Services – Retention and Expansion.
2. Willows and/or Orland Airport Commercial Development.
3. Glenn County Medical Center – Hospital as employer, stabilization and expansion.
4. Capacity Building – Counties ability to attract and respond to private sector opportunities.
5. County General Plan Development
6. Economic Development Element.

City of Orland

1. Impact Fees
2. Master Plan for water, sewer, and storm drain systems.
3. Extension of Pabst Ave.
4. Signalization for SR32-Pabst.
5. Maintain healthcare facility in the County.

City of Willows

1. Park facilities and Activities improvements.
2. Sanitary sewer collection system repairs to reduce inflow and infiltration.
3. Wastewater Treatment Plant facility improvements.
4. Development of Capital Improvement Program.
5. Establish and fund Entryway Signage.
6. Humboldt Avenue Traffic Study.
7. Roadway, sidewalk, curb, and gutter repairs and rehabilitation.

County of Tehama

1. Industrial/Commercial Marketing Strategy.
2. Welfare reform support activities – child care and transportation facilities.
3. Identify and secure additional small business loan capital.

City of Corning

1. Corning Municipal Wastewater Treatment Plant Expansion.
2. Highway 99W Commercial and Industrial Corridor Infrastructure.
3. Plan and begin implementation of intersection and interchange modifications at the Solano Street and South Avenue intersections with Highway 99W and I-5 Interchanges.
4. Repair and rehabilitate streets in the City.
5. Revitalize the Historic Downtown, both structurally and economically.
6. Pursue storm drain improvements and potential floodwater storage solutions for Jewett and Birch Creeks and the Blackburn-Moon Drain.
7. Pursue other recreation related opportunities including a community center, parks and golf courses.
8. Shasta College Technology Center Infrastructure.
9. Acquire additional properties adjacent to Corning Municipal Airport for airport expansion per Airport Master Plan.
10. Apply for PG & E Rule 20A; underground installation funding.

City of Red Bluff

1. Shasta College Technology Center needs assessment.
2. Formation of Redevelopment Agency.
3. Industrial development/job creation/retention.
4. Impact of the closure of Lake Red Bluff to the City of Red Bluff.
5. Infrastructure rehabilitation and expansion.
6. Downtown revitalization/retention/development.
7. Airport industrial park expansion.
8. Re-use/redevelopment of former mill site(s).
9. Sacramento River and tributary bank stabilization.
10. Urban trails/bikeway development.
11. Implementation of required ADA access improvements.
12. South Main Interchange.

Priority B (projects within 5 years)

County of Butte

1. Develop an economic development element to the General Plan.
2. Promote jobs/housing balance.
3. Investigate options of more reliable, expanded airplane/aircraft service to the County.

City of Chico

1. Downtown revitalization.
2. Swimming Pool rehabilitation.
3. Community Center.

City of Gridley

1. Development of creative financing vehicles to assist job creating businesses (existing and new)start, expand and locate in Gridley's Business Development Zones – Downtown (Rehab), Hwy 99 and Gridley Industrial Park.
2. Implement Pacific Flyway development at Gray Lodge and Visitor Center downtown Gridley.
3. Reuse of the closed Signature Fruit Facility.

City of Oroville

1. Develop downtown infrastructure.
2. Design Georgia Pacific/Hwy 70 freeway ramps.

Town of Paradise

1. Increase the industrial land inventory.
2. Expand the Memorial Trailway to Chico.

County of Glenn

1. Recreational opportunities and development along Sacramento River.
2. Fiber Optic Network project.

City of Orland

1. Downtown revitalization
 - a. Code Enforcement
 - b. Façade improvement
2. Swimming pool rehabilitation.
3. Community Center.
4. Entryway beautification.
5. Establish Enterprise Zone designation.

City of Willows

1. Industrial Park development.
2. Interstate 5 – Commercial Development of I-5/Wood and I-5/County Road 57.
3. Improvements of Road G/Hwy. 162/Airport Road intersections.
4. Establish and Fund a Downtown Façade Improvement Program.
5. Road 57/Tehama St. Street Lighting.

County of Tehama

1. Funding for Economic Development – TLDC Support.
2. Speculative Building Development Program.
3. Industrial marketing strategy.

City of Corning

1. Identify opportunities for reuse and infill development for vacant buildings and undeveloped or under-developed properties within the City.
2. Prepare Comprehensive Municipal Services Report in order to support Sphere of Influence expansion to boundaries proposed in Land Use Element.
3. Complete Airport Expansion.
4. Extend City Water and Sewer facilities to serve properties on west side of freeway in the vicinity of Corning Road and South Avenue interchanges.

City of Red Bluff

1. Corner lot – Walnut Street development.
2. City Hall improvements.
3. Increase in needed Public Facilities (Police & Fire Depts) and related services.
4. Circulation and traffic management.
5. Large vehicle parking.
6. Development of Boys and Girls Club.

Priority C (long-term projects)

County of Butte

1. Improvement of rail infrastructure to provide industrial site access in the Oroville/County area.
2. Pursue renewable energy sources.
3. Develop whitewater recreation venues on the Feather River, capable of hosting national and international sporting events.
4. Develop a Visitor Center along Highway 70 near Feather River recreational areas.

City of Chico

1. Highway 99 frontage roads – Skyway to Southgate.
2. Highway 32 by-pass (Hwy 99 to Hwy 32).
3. Grants for technology transfer and manufacturing excellence.
4. Pursue purchase of an Arts Facility.
5. Pursue development of a Recreation Center.
6. Pursue development of a Convention/Conference Center.

City of Gridley

1. Construction of state-of-the-art Ethanol Production Facility.
2. Infrastructure – citywide; drainage; electrical, etc.

City of Oroville

1. Expand the water and sewer capacity to serve the industrial properties for IU#3.
2. Alternate power sources for Airport Business Park.
3. Ruddy Creek lift station upgrade.

Town of Paradise

1. Expand the Memorial Trailway to the east toward Stirling City and the west toward Chico.
2. Annex or acquire and develop Paradise Airport.

County of Glenn

1. No projects were noted as a “C” priority.

City of Orland

1. Library building expansion.

City of Willows

1. Development of new facilities to accommodate the Library, Police Department, and Public Works Corporation Yard.
2. Storm drainage study – West of Interstate 5.
3. Storm drainage rehabilitation.
4. Creation of a Community Center to facilitate senior, teen, and park activities.
5. Improve aesthetics of Highway 162 within City limits.

County of Tehama

1. Infrastructure Development – County wide.

City of Corning

1. Pursue Commercial businesses (downtown area), Industry (lumber/manufacturing) and Outlet Stores (clothing, shoes, household essential stores) to make Corning their home.

City of Red Bluff

1. No projects were noted as a “C” priority.

EVALUATION

The ongoing review and implementation of the CEDS is effected through the CEDS committee. The Tri-County Economic Development District's Board of Directors serve as the CEDS committee. As was stated earlier, the CEDS document was developed through a collaborative process which included input from the CED committee, local economic development organizations, elected local officials, and others interested in the planning process.

Evaluation

The document will be evaluated on an annual basis. As discussed at the visioning workshop, the member jurisdictions will have an opportunity to revisit the document on an annual basis, updating priority projects as necessary. The review will take place by the CEDS Committee, and other interested participants, and will include the following steps:

1. Review on a regional basis the progress made toward the stated vision, goals, objectives, and priority projects,
2. Review and re-validate or modify the District vision statement,
3. Review and re-validate or modify the adopted goals for the District,
4. Review on a local basis and modify as necessary project priorities, and
5. Review and modify as necessary the local and regional resource directory.

The revised document will be considered for adoption by the CEDS Committee, and then sent to EDA for review/approval. The approved document will then be distributed to all members, Board members and alternates, elected officials, local economic development organizations, and other interested parties.

EXHIBITS

Exhibit 1 – District Map

Exhibit 2 – Funded Projects List

Exhibit 3 – TCEDC Staff Roster

Exhibit 4 – Bi-Monthly Report

Exhibit 5 – Board of Directors

Exhibit 6– Invited to Participate in CEDS Process

Exhibit 7– Participants in CEDS Process

Exhibit 8– Statistical Data From CSUC, CED

Exhibit 9– Questionnaire

Exhibit 10– CEDS Visioning Workshop

Exhibit 11– Resolution