

BUILDING PROSPERITY IN THE YUBA-SUTTER REGION



SUTTER COUNTY



YUBA COUNTY



LIVE OAK



MARYSVILLE



WHEATLAND



YUBA CITY

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY



CONTENTS

03
Regional Overview

08
Economic
Development Vision
Statement

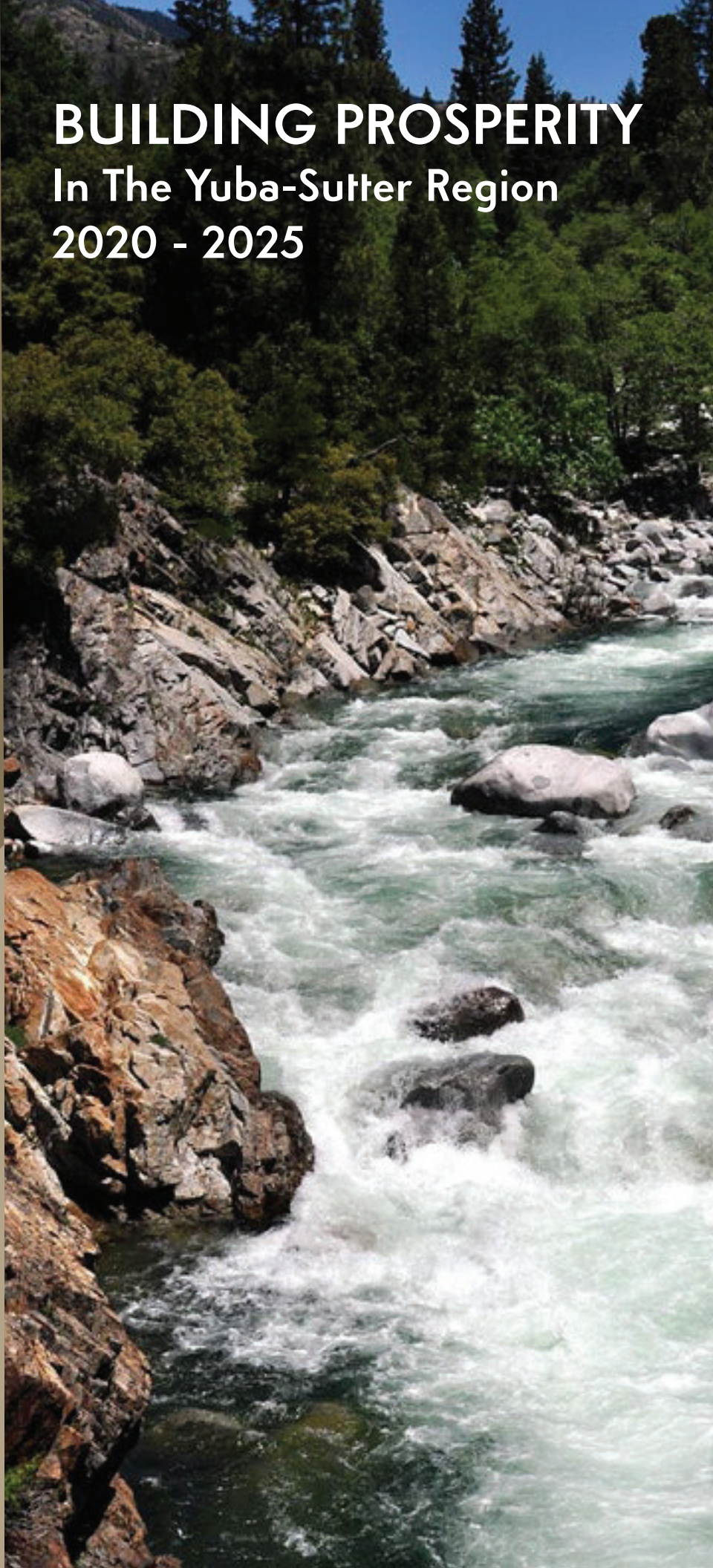
09
Strengths,
Weaknesses,
Opportunities and
Threats

13
Disaster and Economic
Recovery and
Resiliency

15
The Strategic Plan

24
Evaluation
Framework

BUILDING PROSPERITY In The Yuba-Sutter Region 2020 - 2025



Online Appendices
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Appendix I: Data Profile

Appendix II: SWOT Analysis

Appendix III: CEDS On-line Survey Results

Appendix IV: Agriculture Economic Profile

Appendix V: Public Works Projects

Appendix VI: CEDS Regional Resolutions

Working Together for Yuba-Sutter's Economic Future

Yuba-Sutter Economic Development Corporation (YSEDC), a 501(c)3 nonprofit organization, was established in

1994. YSEDC promotes regional diversification, advocates

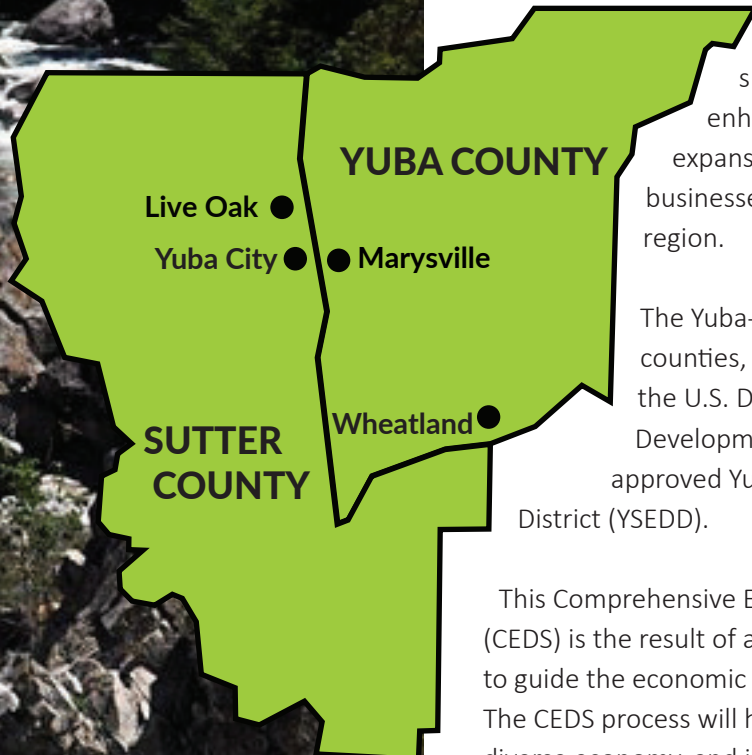
sustainable growth, infrastructure enhancement job development through expansion, retention and recruitment of businesses and industry in the Yuba-Sutter region.

The Yuba-Sutter region is comprised of two counties, Yuba and Sutter and is designated by the U.S. Department of Commerce, Economic Development Administration (EDA) as the approved Yuba-Sutter Economic Development District (YSEDD).

This Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of the Yuba-Sutter region. The CEDS process will help create jobs, foster a stable and diverse economy, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

The CEDS is required to qualify for U.S. Department of Commerce, Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs, and is a prerequisite for designation by EDA as an Economic Development District. Jurisdictions seeking EDA funding for public works and planning projects must first be included in an EDA-approved CEDS to be considered for funding.

This update is in accordance with guidelines specified by EDA and funded by financial assistance award Number 07-83-07229 from U.S. Department of Commerce, Economic Development Administration.



CEDS COMMITTEE

Yuba-Sutter Economic Development Corporation invited participation from all sectors of the region in development of this plan and from these, a CEDS Committee was formed. The committee's purpose is to formulate a regional economic strategy which will outline an approach to coordinate growth and prosperity that builds on the region's strengths, prioritizes key regional industry clusters and emphasizes collaboration.

THE PLAN

This document is the 2020 Five-Year Update to regional prosperity for the Yuba-Sutter CEDS. It represents partnership and collaboration between Yuba-Sutter Economic Development Corporation and the District's counties of Sutter and Yuba and the cities of Live Oak, Marysville, Wheatland and Yuba City.

The 2020 CEDS Strategic Plan reflects the vision of the Development District for regional prosperity and economic development. This plan is meant to be a guide for the entire community. Businesses, students, workers and elected leaders should all find value in the content and data of this report.

The CEDS process is a continuing economic development planning process, developed with broad-based and diverse community participation. The CEDS reflects the specific challenges and opportunities of the Yuba-Sutter Economic Development District and contains a regional overview, SWOT analysis and strategic direction comprised of goals, objectives, action plans and progress evaluation.

The analysis assesses the state of the regional economy, the opportunities and threats posed by internal and external trends and forces, and the availability of partners and resources for economic development. The community's vision and goals, together with an appraisal of the region's competitive advantages set the strategic direction of the action plan. The action plan establishes program priorities for implementation.

The 2020 CEDS is built on four priorities that are the foundation of this plan:

- Innovation and Economic Development
- Workforce and Education
- Infrastructure
- Quality of Life and Place

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Industry

Retail
Healthcare
Agriculture/Workforce
Education
Banking/Financial
Nonprofit
Arts/Culture
Hospitality/Tourism
Energy/Environment
Environment/Education/Tourism
Media/Communications
Nonprofit
Aeronautics
Faith-based
Arts/Culture
Manufacturing
Economic Development
Utilities
Chamber of Commerce
Economic Development
Education/Workforce

Workforce - Sutter County
Workforce - Sutter County
Utility - District
Government - Yuba County
Government - Yuba City
Government - Wheatland
Government - Sutter County
Workforce - Yuba County
Government, Military- Federal
Government - Yuba City
Government - Yuba County
Government - Yuba County
Utility - District
Government - Yuba City
Government - Live Oak
Government - Marysville
Government - Live Oak
Environment - County
Transportation - State
Utility - District
Government - Marysville
Government - Sutter County



REGIONAL OVERVIEW

Yuba and Sutter counties are located in the north/central part of the state of California, just 35 miles north of its capital city of Sacramento. The Sacramento International Airport is adjacent to Sutter County’s southern boundary and Yuba County’s eastern border stretches to the foothills of the Sierra Nevada mountain range. Yuba City is the county seat of Sutter County and Marysville is the county seat of Yuba County. The region is referred to as the Yuba City Metropolitan Statistical Area (MSA).

The major cities of Marysville (Yuba County) and Yuba City (Sutter County) are approximately 125 miles northeast of San Francisco and 125 miles west of Reno, Nevada. Nearly 11 million people live within a two-hour drive of the Yuba-Sutter area.

The Yuba-Sutter area is 1,252 square miles and is geographically diverse, offering many recreational opportunities, such as fishing, hunting, boating, water skiing, hiking and camping. Some of the best duck hunting and trophy fishing in the country can be found minutes from the downtown areas. The climate is typically one of warm, dry summers and moderately cold winters.

According to the Milken Institute, Yuba City MSA ranked #7 as best performing among small MSA’s in the country in 2017, breaking into the Top 10 for the first time. The MSA increased in all but one of the nine indicators over the 2016 ranking.

In 2016, Yuba City, CA MSA ranked 274 and in 2020 moved to an economic strength ranking of 99 out of 384 MSAs



RANKED

**2017 BEST SMALL MSA
BY THE MILKEN
INSTITUTE IN
2017**

The Yuba-Sutter region typically enjoys a plentiful water supply, with 19 square miles comprising more than 12,000 acres. The Sacramento, Feather and Yuba rivers are predominant with many smaller tributaries that feed these larger rivers. Dams, lakes and reservoirs provide flood protection, debris control, diversion, regulation and storage. Water uses include domestic, irrigation, municipal, industrial, power generation and recreation.

Portions of the Plumas and Tahoe National forests sit in Yuba County providing numerous campgrounds and day-use facilities. The Sutter Buttes are a small circular complex of eroded volcanic lava domes which rise as buttes above the flat plains of the Sacramento Valley in Sutter County. They are situated just outside Yuba City. Referred to as the world's smallest mountain range, Sutter Buttes highest point is the summit of South Butte, at 2122+ feet, which is also the highest point in Sutter County. The Sutter Buttes Regional Land Trust conduct guided hikes that provide access to the privately-owned land.

It is about a 3.5-hour drive to the west to reach the northern coastline of California. The Sierra Nevada mountain range and Lake Tahoe are just two hours to the east. Sacramento is a 45-minute drive south and San Francisco is just another hour or so beyond that to the southwest. The rivers, lakes, mountains, year-round festivals and fairs, golf courses, community theater, fine dining establishments, bikeways, historic downtown shopping district and a premier summer collegiate wood bat team, the Yuba-Sutter Gold Sox, make the region a wonderful place to live or visit.

The region is served by state routes 20, 65, 70, 99 and 113 and is just north of the intersection of two major interstates, I-5 and I-80. The two major cities, of the Yuba-Sutter district (Marysville and Yuba City) are only 35 miles from the Sacramento International Airport. The Sacramento Airport covers 6,000 acres serving general aviation, passenger and freight traffic and operates two 8,600-foot parallel runways, two terminals and 32 gates. The airport averages 159 landings a day with 9 domestic carriers, 5 international passenger carriers, 4 commuter carriers and 5 cargo carriers. Passenger volume was 13.2 million in 2019, a 9.3 percent increase over 2018.

The Yuba County Airport, on 933 acres, is a modern general aviation airport featuring a 6,006-foot primary runway and a 3,281-foot crosswind runway with

YUBA-SUTTER REGION QUICK FACTS



182,006
POPULATION

34.8 %
projected



population growth over the
next 30 years.



28.62 %
of the population

have an associate degree or higher

25,000 acres
of wildlife area

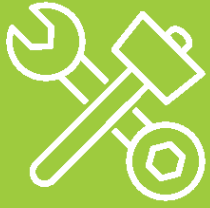


**Sacramento
International Airport**

13.2 million travelers (annually)

216.5 million pounds of freight (annually)





78,823
LOCAL LABOR FORCE

and **1,106,000**
within 45-minute commute

TOP OCCUPATION GROUPS

Office & Administrative Support
6,466 WORKERS



Sales & Related Occupations
5,034 WORKERS

Education, Training & Library
4,312 WORKERS

TOP 5 INDUSTRIES BY JOBS

Healthcare & Social Assistance
8,661 WORKERS



Retail Trade
6,350 WORKERS

Agriculture, Forestry, Fishing & Hunting
5,944 WORKERS



Educational Services
5,839 WORKERS

Public Administration
4,633 WORKERS

capabilities to accommodate jet air carriers, freight carriers, and all general aviation business jets and private aircraft. Recent improvements include the complete overlay of the primary runway, overlays and sealing of the entire taxiway system, new fueling facilities, and rehabilitation of the apron. The Yuba County Industrial Park, adjacent to the airport, is available for development. Recently, the airport was awarded an EDA construction grant to build an additional taxiway to serve the Skyway Business Park. The Skyway Business Park has eight buildings on five acres suitable for manufacturing or distribution. Each building is 7,920 SF with all utilities in place. The airport has easy access to highways 70, 65, 99, and 20 and is half an hour from I-5, I-80 and the Sacramento International Airport.

Sutter County Airport, 170 acres, accommodates smaller aircraft such as crop dusters and private aircraft with one runway. Control of day-to-day airport operations has been transferred to a nonprofit group of local pilots to reduce costs and operate at a surplus.

Union Pacific Railroad connects the Yuba-Sutter area to the nation's railway system. The rail system is used primarily to transport agricultural goods and other goods produced in the region. Amtrak serves passenger travel needs and is connected to Sacramento Valley Station by Yuba-Sutter Transit in Marysville.

The inland Port of Sacramento, now known as the Port of West Sacramento, is centered in one of the richest agricultural regions in the world. Cargo ships access the Port through San Francisco Bay and passage up the Sacramento River through the Sacramento deep-water channel.

Yuba and Sutter counties are within close proximity to the major markets of the 13 western states to be an economically viable location for business and industry.

Yuba-Sutter Transit, the public transportation agency that serves the region, runs six local bus routes in Marysville, Yuba City and surrounding communities, Monday to Saturday. The Commuter Express provides peak hour service to downtown Sacramento with nine morning and ten afternoon schedules each weekday.

Military Asset



BEALE AIR FORCE BASE

LOCAL ECONOMIC IMPACT

Beale AFB has a huge economic impact on the Yuba-Sutter community. The base supports 4,987 military personnel, 1,329 civilians and 4,473 dependents with total payroll of \$432 million. Beale executed over \$131.4 million in local contracts in Fiscal Year 2019. There were a total 1,743 jobs created, with an estimated annual dollar value of \$84 million. The total economic impact to the area is approximately \$647 million. (Source: BAFB Economic Impact Statement Fiscal Year 2019). Beale AFB provides the community with a trained workforce of 30,000 retirees living within a one-hour drive.

The major organizations at Beale Air Force Base are the 9th Reconnaissance Wing (9th RW), the 940th Air Refueling Wing (940th ARW, Air Force Reserve Command), the 195th Wing (California Air National Guard), the 548th Intelligence, Surveillance, and Reconnaissance Group (548th ISRG), and the 7th Space Warning Squadron (7th SWS). The 9th RW is the host wing at Beale AFB, and the 9RW Commander is the Installation Commander.

9th Reconnaissance Wing (9th RW)

Mission: Provide national and worldwide theater command authorities with timely, reliable, high-quality, high-altitude reconnaissance products. To accomplish this mission, the wing is equipped with the nation's fleet of U-2 and RQ-4 Global Hawk reconnaissance aircraft and associated support equipment. The wing also maintains a high state of readiness in its expeditionary combat support forces for potential deployment in response to theater contingencies. The 9th Reconnaissance Wing is composed of more than 4,500 personnel in four groups at Beale and multiple overseas operating locations.

940th Air Refueling Wing (940th ARW)

Mission: Provide mission ready Citizen Airmen in support of United States National Security Objectives, primarily by providing air refueling capabilities for DOD aircraft.

195th Wing (California Air National Guard)

Mission: Employ Space, Cyberspace, Intelligence and Combat Communications expertise delivering vital operational impacts to protect state and global interests.

548th Intelligence, Surveillance, and Reconnaissance Group (ISRG)

Mission: To deliver combat power from the air with intelligence that assures allies and wins wars.

The Group consists of more than 1,400 officer, enlisted, Guard, Reserve, civilian, and contract personnel spanning more than 40 Air Force Specialties responsible for operation and maintenance of more than \$2 billion dollars' worth of Distributed Common Ground System (DCGS) equipment.

7th Space Warning Squadron (7th SWS)

Mission: Detection of sea-launched ballistic missiles fired from submarines in the Pacific Ocean. This unit helps form a two-layered, worldwide network of missile warning systems that also detects Intercontinental Ballistic Missiles within its field of view. Additionally, 7th SWS tracks earth-orbiting satellites and reports the information to the 18th Space Control Squadron, located at Vandenberg AFB, California. This information is combined with other global sensors to maintain the Department of Defense's satellite catalog.

Business and Industry Cluster Focus

The industry cluster in the Yuba-Sutter region with the highest relative concentration is Agriculture with a location quotient of 7.78. This cluster employs 5,834 workers in the region. The regional strategy plan is to enhance and grow niche sectors to strengthen this cluster. In order to diversify and create greater resilience, other clusters, Health, Advanced Manufacturing and Distribution and Electronic Commerce will be targeted to provide high-growth opportunities to increase investment and awareness of the region.

AGRICULTURE	SPECIALTY AGRICULTURE EQUIPMENT
	AGRICULTURE TOURISM
	FOOD AND BEVERAGE PROCESSING
	DESIGNER CRAFTS

HEALTH	PHARMACEUTICALS & RELATED SEGMENTS
	BIOTECHNOLOGY
	MEDICAL DEVICES, EQUIPMENT & SUPPLIES MANUFACTURING
	AMBULATORY HEALTH CARE SERVICES

ADVANCED MANUFACTURING	AEROSPACE/DEFENSE
	AUTO/MOTOR SPORTS
	ENERGY & POWER
	INDUSTRIAL MACHINERY

DISTRIBUTION & E-COMMERCE	RECREATIONAL GOODS
	TRANSPORTATION
	EDUCATION
	BUSINESS SERVICES

ECONOMIC DEVELOPMENT VISION STATEMENT

The Yuba-Sutter Comprehensive Economic Development Strategy will inspire and guide the community, its leaders and Yuba-Sutter Economic Development District in creating a dynamic region that measures economic improvement over and above job calculations. The strategy focuses on economic resiliency and recovery while building regional diversity, capacity and collaboration resulting in a vibrant and prosperous community.

VISION: To foster a vibrant, prosperous and growing Yuba-Sutter region through exceptional leadership and involvement of the community.

The Yuba-Sutter Comprehensive Economic Development Strategy plan committee reviewed existing regional general plans, past CEDS documents, and the SWOT Analysis to develop four regional priorities as the framework for the goals and the objectives of the region's future economy. These priorities are: Innovation and Economic Development, Workforce and Education, Infrastructure and Quality of Life and Place.

This 2020-2025 Comprehensive Economic Development Strategy five-year update:

- Identifies critical regional issues and opportunities over the next 5 years, provides an action plan to address these issues and maximize opportunities.
- Includes the region's current industry targeted clusters and other potential clusters for future expansion.
- Includes a comprehensive analysis of the region's Strengths, Weaknesses, Opportunities and Threats.
- Provides action tactics to address the four priority goals for the region's business attraction, retention and expansion actions, infrastructure enhancement and small business support.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

As part of the 2020-2025 CEDS process to update a comprehensive set of goals for regional strategic direction, sustainability, growth and economic resilience, Yuba-Sutter Economic Development Corporation/District conducted an in-depth Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis using surveys, assessments and a regional advisory workshop. Part of the analysis was a community-wide online CEDS survey of the economic issues for the four focus areas of the 2020 CEDS:

- Business Climate
- Talent Supply and Education
- Infrastructure and Sustainable Growth
- Quality of Life and Place

REGIONAL SURVEY FINDINGS

TOP 3 COMPETITIVE STRENGTHS:



- 1-Cost of Living
- 2-Geographic Location
- 3-Natural Resources

TOP 3 COMPETITIVE WEAKNESSES:



- 1-Career/Job Opportunities
- 2-Unskilled Labor Force
- 3-Infrastructure

TOP 3 ACTIONS TO BETTER THE REGION FOR RESIDENTS:

- 1-Improve Roads & Connectivity
- 2-Build Affordable Housing
- 3-Develop More Quality of Life Amenities



TOP 3 ACTIONS TO BETTER THE REGION FOR BUSINESSES:

- 1-Create a Pro-Business Climate
- 2-Focus on Business Attraction
- 3-Improve Infrastructure



- Top three highest rankings of current Quality of Life: 1-Natural Environment 96%, 2-Family Friendliness 92%, 3-Safety 73%.
- Business Climate Expectations top three positives: 1-Cost of Doing Business 85%, 2-Small Business Resources 69%, 3-Future of Economic Growth 62%.
- Meaning of successful economic development, top three definitions: 1-Supporting Existing Business Retention & Expansion 63%, 2-Recruiting/Expanding New Industry 57%, Improving Quality of Life/Lifestyle Amenities 54%.
- Change over the past 5 years in the region's economic performance: 51% Significant or Somewhat Improved, 35% Stayed the Same.
- Top three challenges business experience in the region: 1-Skilled Workforce 55%, 2-Prohibitive Laws or Regulations 32%, 3-Permitting 28%.
- Top three things residents leave town to purchase: 1-Recreational Activities 73%, Clothing/Shoes 67%, 3-Healthcare Services 38%.
- Resiliency of the region: 48% Very or Somewhat Resilient, 28% Neutral.
- Top three biggest threats to resiliency: 1-Vacant Downtowns 54%, Housing Affordability and Supply 47%, Inability to Attract and Retain Population 42.5%.



SWOT Analysis Summary

Recognizing our region's strengths, weaknesses, opportunities and threats is an important step to assess where we are and where we want to be in order to have a real effect on the region. Our region has plenty of positive attributes to leverage for success, but we must also recognize the negatives in order to remedy or diminish them. The full SWOT results can be found in Appendix II SWOT Analysis Summary and is available on-line.

THE YUBA-SUTTER REGION TODAY

The Positives

Centrally located in the Northern Sacramento Valley, the Yuba-Sutter region is an ideal location for commerce and a desirable place to live. Proximity to a larger population and international air service, combined with major interstates and rail service, make the area an ideal choice for manufacturing and distribution and other industries. Its largest asset, Beale Air Force Base, provides stable employment that is also a reliable source of consumer spending for the local economy and a skilled workforce for high-tech industries. Another important industry in the region is agriculture which currently employs over 5,900 people. The region has seen growth in the entertainment industry, coming from opening a large-scale hotel and casino. A growing new sector for the metro is the healthcare industry currently employing over 8,800. The relatively mild climate and a plethora of natural resources combined with a low cost of living, are key factors in delivery a prized quality of life. All of this combines to make the region attractive and enable business success.

The Negatives

Transportation and water/sewage infrastructure is lagging which reduces the opportunities for siting new businesses. This creates the region's greatest liability,

dependence on a few industries for employment. A lack of venture capital as well as existing public funding constraints are a barrier for business startups. There is also a major disconnect between schools and colleges in the area and the employment needs of the business community for a skilled and trained workforce.

What needs to be done

There must be a concerted regional effort to improve the transportation, wastewater, broadband and affordable housing and housing infrastructure. Improving education and linkage to the needs of local business is critical for quality of life, business growth and success. Additionally, providing support for strong workforce development, access to capital and resources to small and growing businesses is essential to develop robust and diverse regional commerce.

FOUR TOP PRIORITIES

The CEDS committee reviewed four priority areas that it will focus on for the region's implementation plan: Innovation and Economic Development, Workforce and Education, Infrastructure and Quality of Life and Place.

INNOVATION & ECONOMIC DEVELOPMENT

The Positives

Centrally located in the northern Sacramento Valley, the Yuba-Sutter region is an ideal location for commerce and a desirable place to live. Proximity to a larger population and international air service, combined with major highways and rail service make the area an ideal choice for manufacturing and distribution and other industries. Military, agriculture and healthcare sectors provide a strong foundation for development of industry clusters.

The Negatives

Lack of industry diversity, lack of skilled workers and below average wages, limited access to public and private funding and low investor mentality are serious threats to innovation and small business growth.

What needs to be done

Formulate and deliver supportive tools that include business retention and support, technical assistance and access to capital. Regional collaboration to align and unite a shared vision to expand and promote its natural resources to increase employment, business opportunities and investment in the region.



WORKFORCE & EDUCATION

The Positives

There is a large trainable workforce population available for new industries to draw upon and be retrained to support emerging businesses. The area has excellent Career Training Education (CTE) programs, four colleges/universities and is in close proximity to several state universities. Beale Air Force Base retirees are an excellent source for high skilled jobs.

The Negatives

Both counties experience labor and education migration and are too dependent upon two major industries in the area, agriculture and the military. Lack of comparable pay rates/salaries and lack of alignment between workforce needs and education persists.

What needs to be done

The region can create a trained and skilled workforce by aligning skill sets to the needs of regional industry sectors through vocation education program expansion, supporting the work of educational institutions and employment training programs. The region needs to attract and retain the young, educated and skilled workforce by providing similar pay and living conditions provided outside of the region.





INFRASTRUCTURE



The Positives

Served by four major state highways, more than adequate water supply, excellent system of levees to protect from flooding and large areas available for residential growth make for an attractive region for business development.

The Negatives

Roadway traffic congestion, limited public transportation, lack of affordable and supportive housing, and lack of funding for infrastructure projects restricts growth potential.

What needs to be done

Establishing and nurturing cooperative planning will benefit the region. The region must significantly improve how people travel throughout the region- from walkable streets and bike trails within the municipalities to street and enhanced highway improvements. It also needs to explore and promote greater usage of air, rail and water assets to maximize development and improve overall connectivity and improve availability of underground infrastructure.

QUALITY OF LIFE AND PLACE

The Positives

The region has a profusion of natural resources for outdoor recreation, a rich history, a growing creative arts sector, events and festivals that promote its natural and cultural diversity. The community has demonstrated its strong commitment through volunteerism, involvement and financial support of local businesses, civic organizations and the broad composition of support organizations.

The Negatives

The area struggles with generational poverty, high unemployment, homelessness and its attendant issues, lack of interest and recruitment of youth engagement and affordable housing. Funding for public safety, affordable housing, and mental health services is inadequate as well as a lack of transportation to services, cultural events, museums or natural amenities.

What needs to be done

There must be collaboration in regional planning and promotion to ensure intelligent growth, increased tourism, and regional healthcare and wellness. The region needs to develop clear and compelling communication that will improve the image of the region and highlight its positive attributes and tremendous business potential to external and internal audiences. Development of regional amenities such as bike and hiking trails, improved access and housing will improve quality of life and place.



YUBA-SUTTER ECONOMIC & DISASTER RECOVERY & RESILIENCY



To live by the Feather River is to know its power and danger
- Charlie Mathews

Disaster Recovery and Resilience

Mitigation planning is essential to the region's ability to withstand and recover from disasters. Each county within the district has adopted a mitigation plan.

Yuba County Multi-Jurisdictional Multi-Hazard Mitigation Plan is the product of a collaborative effort between the County of Yuba and its special districts. Plans developed for the Yuba County Multi-Hazard Mitigation Project included single-jurisdiction plans for the Dobbins-Oregon House Fire Protection District and the Yuba Water Agency. (A complete copy of the Yuba County Multi-Hazard Mitigation plan is available on their website: www.co.yuba.ca.us).

Sutter County and the incorporated communities of Yuba City and Live Oak have developed a comprehensive Multi-Hazard Mitigation Plan to better position resources in addressing potential hazards. Sutter County, city of Yuba City, city of Live Oak, Gilsizer Drainage District, Levee District 1, Reclamation Districts 70, 1001, 1500, and 1600 have all adopted the Multi-Hazard Mitigation Plan. (A complete copy of the Sutter County Multi-Hazard Mitigation plan is available on their website: www.co.sutter.ca.us)

Both county plans have been in place for several years and are continually updated with invitations to the community stakeholders to assist in plan implementation and maintenance. Community stakeholders are made aware of disaster preparedness information and are

regularly updated should there be changes in the overall plan.

Both counties are in the process of bringing existing levees up to 200-year flood protection. Three Rivers Levee Improvement Authority (TRLIA), a joint powers agency, was established in May 2004 by the County of Yuba and Reclamation District 784 to finance and construct levee improvements in south Yuba County. TRLIA's mission is to provide 200-year flood protection. Four work phases were identified to achieve that goal along the Yuba, Feather, and Bear Rivers and the Western Pacific Interceptor Canal. The Sutter Butte Flood Control Agency (SBFCA) is a joint powers agency formed in 2007 by the Counties of Butte and Sutter, the Cities of Biggs, Gridley, Live Oak and Yuba City, and Levee Districts 1 and 9. The agency has the authority to finance and construct regional levee improvements. It is governed by a 13-member Board comprised of elected officials from the cities, counties and levee districts. The Agency's Boundaries encompass 34,200 properties in Butte and Sutter Counties.

Economic Recovery and Resilience

Economic resilience is important from two perspectives. In one respect, it is about a community's individual businesses and short-term, practical actions to sustain their operations after a disaster. However, economic resilience is concerned with the broader regional economic development and long-range adaptability to a changing, and often turbulent, economic environment.

Business Resiliency

It has been shown that apart from direct damage to premises, the largest impact of a disaster was the disruption of lifelines-water, electricity and wastewater treatment. Other factors included disruption in logistics flows, reduced employee productivity through transportation difficulties and the effects of the disaster on their homes and reduced customer traffic. Developing emergency and recovery plans or buying business interruption insurance would alleviate some of the recovery issues.

Most large businesses will have the capability to survive or return to pre-disaster levels, but it is the smaller firms that suffer the most, especially those that were in poor financial condition before the event. Greater emphasis must be given to the needs of smaller businesses to increase survival rates, and businesses, having a strong vested interest in ensuring the preparedness of utility companies, emergency services, and public services, need to be much more active in community preparedness and recovery planning.

Economic Resiliency

The ability of local and regional economies to adapt to changing conditions, including disasters, is the definition of regional economic resilience. Analysis of the Yuba-Sutter region indicates that its economy is dependent upon three major industries and is highly susceptible to disaster. It would be in the area's best interest to look at initiatives that would improve business resilience and regional economic resilience.



The responsive initiatives of the counties Multi-Jurisdictional Multi-Hazard plans which include pre-disaster recovery planning; defining key stakeholders, roles, responsibilities, and actions; establishing a process for regular communication, monitoring and updating of business community needs as issues; and building a capability to connect with public officials at local, regional, state and federal levels to rapidly communicate business sector needs and to coordinate impact assessments are addressed thoroughly.

The Steady-state initiatives which refer to longer-term efforts to bolster a region's ability to withstand or avoid shock, and in doing so, improve its adaptability. These include planning efforts to engage the community in a collective vision for resilience, economic diversification initiatives building on local and regional assets, business retention and expansion programs, workforce development strategies, etc.

The results from the community impact survey, SWOT analysis and local and regional government input identified the need for diversification of industry types, a strong regional infrastructure, and business attraction. This analysis was the guideline for setting forth the regional goals and objectives and the recognition it is necessary to develop a coherent economic strategy.

Measuring Resilience

There is no hard and fast way to measure economic resilience due to the multi-dimensional nature of resilience. However, if a region can demonstrate their successes and if they can measure the cost benefits of increasing resilience, chances that community and partner buy-in will occur in greater measure are significantly enhanced, and conversely better resilience will result.

For the region of Yuba-Sutter, the best tool for measuring at least the impact of flooding would be the FEMA Community Rating System. Improvements on levees and infrastructure give the community a better rating and lowered insurance rates for residents and also proves economic resilience for potential investors, new businesses and industries.



STRATEGIC DIRECTION

Four-Goal Implementation Action Plan

Based upon extensive analysis, the CEDS Committee and regional stakeholders have developed detailed implementation tactics that address our priority goals for the next five years. This strategy is a region-wide collaboration to build upon our strengths and remedy our weaknesses.

The implementation plan will be utilized to help guide the selection of future economic development projects and investments as they are created to address critical barriers to regional economic prosperity. Each goal and objective is associated with tactics and specific actions in order to provide accountability and performance measurements.

Four Goals for the Yuba-Sutter Region:



- Create and maintain a competitive region through innovation and economic development
- Develop, retain and attract talent
- Improve and modernize infrastructure
- Foster overall quality of life and place



GOAL 1 CREATE AND MAINTAIN A COMPETITIVE REGION THROUGH INNOVATION & ECONOMIC DEVELOPMENT

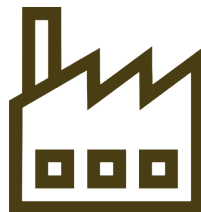
Developing industry clusters is key for regional economic development as clusters have been shown to strengthen competitiveness by increasing productivity, stimulating innovative new partnerships (even among competitors) and presenting opportunities for entrepreneurial activity.

Strengthening existing clusters has the potential to entice similar industries and suppliers to the region's existing industries in agriculture, healthcare, manufacturing, aerospace and government. The region must coordinate efforts to build, grow and maintain competitive areas of proficiency and innovation in order to drive the evolution of these existing clusters. Regional development of the clusters will have considerable employment ripple effects and improve the wage and tax base.

TACTIC 1

ATTRACT MORE INDUSTRIES TO THE REGION

- Encourage a positive local investor environment and increase access to capital.
- Support and enhance agriculture and agriculture based tourism as one of the region's growing industry sectors.
- Promote and protect the continued viability of Beale Air Force Base.
- Improve competitiveness through collaboration by hosting workshops with federal, state and local funding agencies that provide assistance to businesses.
- Formulate and deliver supportive tools for both small and large-scale enterprises that include business retention and support, technical assistance and access to capital.



TACTIC 2

BOOST ENTREPRENEURIAL DEVELOPMENT

- Assess current educational programs and fill in identified gaps.
- Determine what entrepreneurial resources are missing and work with stakeholders to rectify.
- Identify complimentary businesses that would support the existing business base and encourage entrepreneurship in this effort.
- Promote adaptive economic development that encourages entrepreneurship, supports existing businesses, attracts new employers and create jobs.



TACTIC 3

MAINTAIN, PROMOTE AND EXPAND REGIONAL BUSINESSES

- Support efforts to attract, maintain, promote and expand regional industries.
- Hold planning meetings with regional leaders and Chamber of Commerce to develop marketing strategies that engage networks of small businesses that would benefit from collaboration.
- Support and promote the efforts of workforce development agencies and their programs.
- Support and promote the efforts of educational institutions and their business programs.
- Assist jurisdictions in developing Business Improvement Districts



IMPLEMENTATION PARTNERS

Yuba-Sutter Economic Development Corporation; Sutter and Yuba Counties; Cities of Live Oak, Marysville, Wheatland and Yuba City; Yuba-Sutter Chamber of Commerce; Sutter and Yuba County One Stops; Yuba Community College





GOAL 2 DEVELOP, RETAIN AND ATTRACT TALENT

Through regional cooperation, efforts must be made to connect and align workforce development programs with the region's current and future talent supply chain and meet employer needs.

It is imperative that the region prepare young students and adult learners with critical in-demand education skills, competencies and knowledge that align with existing and evolving business and industry needs. Many industries are suffering because job seekers lack essential skills. The region must build awareness among residents, businesses and leaders that education and lifelong learning are important drivers of economic development.

TACTIC 1

INCREASE COLLABORATION BETWEEN EDUCATIONAL INSTITUTIONS

- Develop regional system for promoting and tracking career pathway training and attainment.
- Promote educational opportunities for defined career paths in high-growth industries.
- Develop an outreach campaign targeting middle and high school students that promotes middle-skill career opportunities.
- Develop an outreach campaign targeting the large military population retiring from Beale Air Force Base to prevent skilled employee migration.
- Reduce education migration.



TACTIC 2

IMPROVE UNDERSTANDING OF ALL ETHNIC CULTURES THAT LIVE AND WORK WITHIN OR VISIT THE REGION

- Promote a diverse workforce by attracting talent and creating a more inclusive environment.
- Support and encourage the formation and expansion of multi-national cultural groups, networks, organizations and schools.
- Create materials that explain how cultural outreach and inclusion can benefit businesses within the region.



TACTIC 3

CREATE AWARENESS OF THE VALUE OF LIFELONG LEARNING

- Support communication campaigns through social media, web pages and regional newsletters that promote career opportunities and the requisite training to K-12 students, college and university graduates and adult workers
- Continuously promote workforce initiatives that align education options with in-demand occupations.
- Reach out to local businesses and use networks like the Chamber of Commerce, trade groups and human resources to identify specific workforce shortages and incumbent workforce training needs.
- Develop communication materials to advocate for incumbent workforce resources with state and federal agencies.



IMPLEMENTATION PARTNERS

Yuba-Sutter Economic Development Corporation; Workforce Boards; Yuba and Sutter One Stops; Tri-County ROP/CTE; Yuba-Sutter Chamber of Commerce; Wide Awake Geek, AeroSTEM Academy Charter School; Colleges and Universities; K-12 Institutions; Sutter and Yuba Counties; Cities of Live Oak, Marysville, Wheatland and Yuba City





GOAL 3 IMPROVE AND MODERNIZE INFRASTRUCTURE

The region will become more competitive when businesses, entrepreneurs and residents are able to make use of well-coordinated and robust regional infrastructure for transportation, water/sewer/gas, broadband, housing, energy and the natural environment.

Adequate capacity and condition of infrastructure assets contributes to overall economic competitiveness. Strategic investments must be made to ensure that these assets are maintained and expanded. The region will become more competitive when businesses, entrepreneurs and residents are able to make use of well-coordinated and robust regional infrastructures for transportation, water/sewer/gas, broadband, housing and the natural environment.

TACTIC 1

MODERNIZE THE REGION'S INFRASTRUCTURE TO MEET FUTURE DEMAND AND RESPOND TO CHANGING BUSINESS NEEDS



- Promote available land for planned industrial growth and nurture regional cooperative planning for projects by providing technical assistance to towns and counties.
- Promote and pursue funding mechanisms for regional projects.
- Improve economic viability of the urban areas through enhancement of regional flood control systems.
- Support the work of local governments in their efforts to provide sound infrastructure and facilitate collaboration between providers, planners and developers.

TACTIC 2

DEVELOP AND IMPROVE ALTERNATIVE, MULTI-MODAL AND INTER-MODAL DISTRIBUTION INFRASTRUCTURE

- Encourage investment in state highways throughout the two-county region to improve corridors in and out of the area.
- Accelerate street resurfacing and improvements in the region to support business investment.
- Develop sustainable delivery modes for manufacturing, freight, transport, logistics and warehouse industries in the region.



TACTIC 3

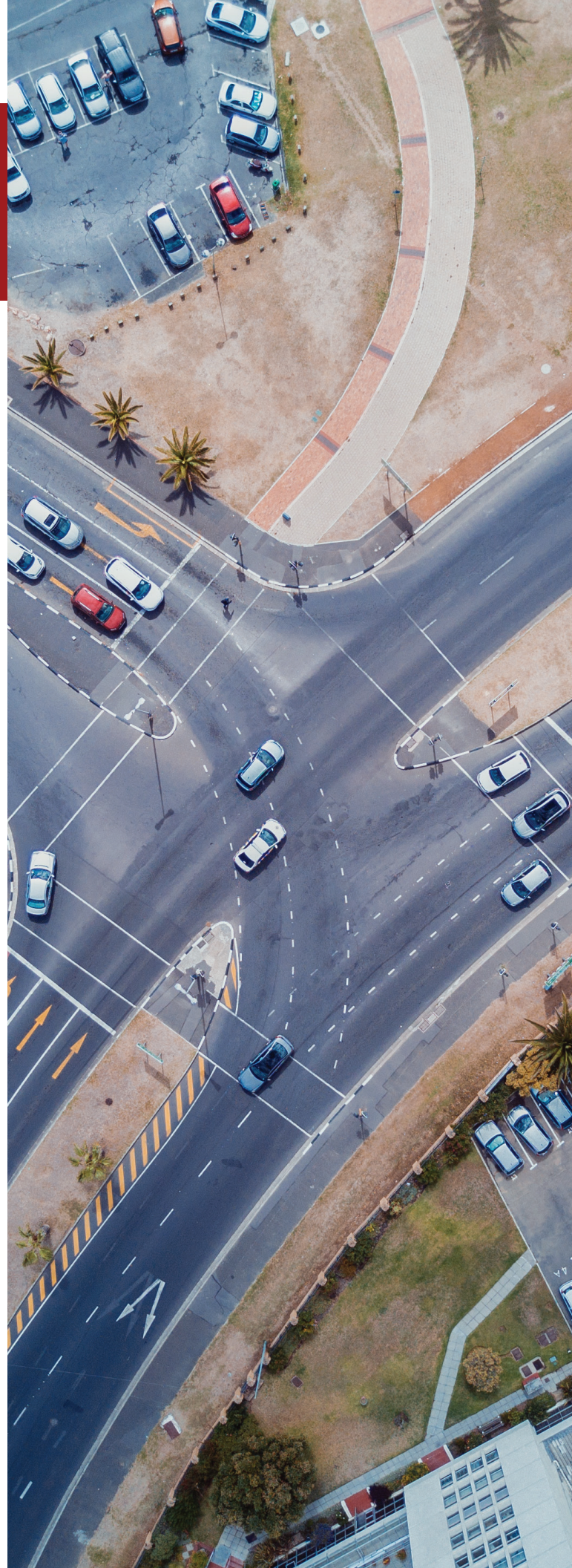
PROMOTE TRANSIT PLANNING TO MOVE PEOPLE THROUGHOUT THE REGION & HOUSING DEVELOPMENT



- Promote alignment of economic development priorities with regional transit projects.
- Assess current and future housing availability and its alignment with future growth and employment patterns.
- Assess housing affordability near employment centers and existing infrastructure.

IMPLEMENTATION PARTNERS

Yuba-Sutter Economic Development Corporation; Economic Development Administration; Caltrans; Sutter and Yuba Counties; Cities of Live Oak, Marysville, Wheatland and Yuba City; Yuba-Sutter Transit; Yuba-Sutter Chamber of Commerce; Freight Association





GOAL 4 FOSTER OVERALL QUALITY OF LIFE AND PLACE

Improving the livability factor and quality of life, increases the desirability of the region as a destination for business. It also attracts and retains population, adds revenue, fosters community spirit and boosts recognition and reputation.

To attract and/or retain business and residents, both urban and rural communities must actively maintain or revitalize their city or town centers and amenity assets. Quality of life includes a complex balance of jobs and education to healthcare and housing, protecting and promoting the region’s natural resources and outdoor spaces, cultural and art spaces and community spirit.

TACTIC 1

PROMOTE AND MARKET FOR CONTINUED INVESTMENT IN REGIONAL AMENITIES

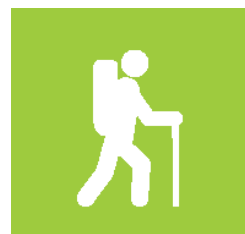
- Educate elected officials and citizenry on the value of focusing and funding quality of life issues.
- Promote and protect the region’s natural resources, availability of wide-open spaces, cultural and recreational amenities.
- Encourage and assist communities to invest in arts, history and entertainment venues.
- Expand and enhance the region’s existing recreational tourism activities, areas and facilities.



TACTIC 2

PROMOTE & SUPPORT COLLABORATION AND SHARED RESOURCES FOR REGIONAL PUBLIC SAFETY

- Provide support for regional public safety, law enforcement and health officials to expand emergency services communication and shared resources.
- Expand behavioral and mental health services among existing health facilities and providers.
- Create regional awareness of the importance of retaining public safety talent.
- Address the growing issue of homelessness within the region and strengthen collaborative partnerships and solutions.



TACTIC 3

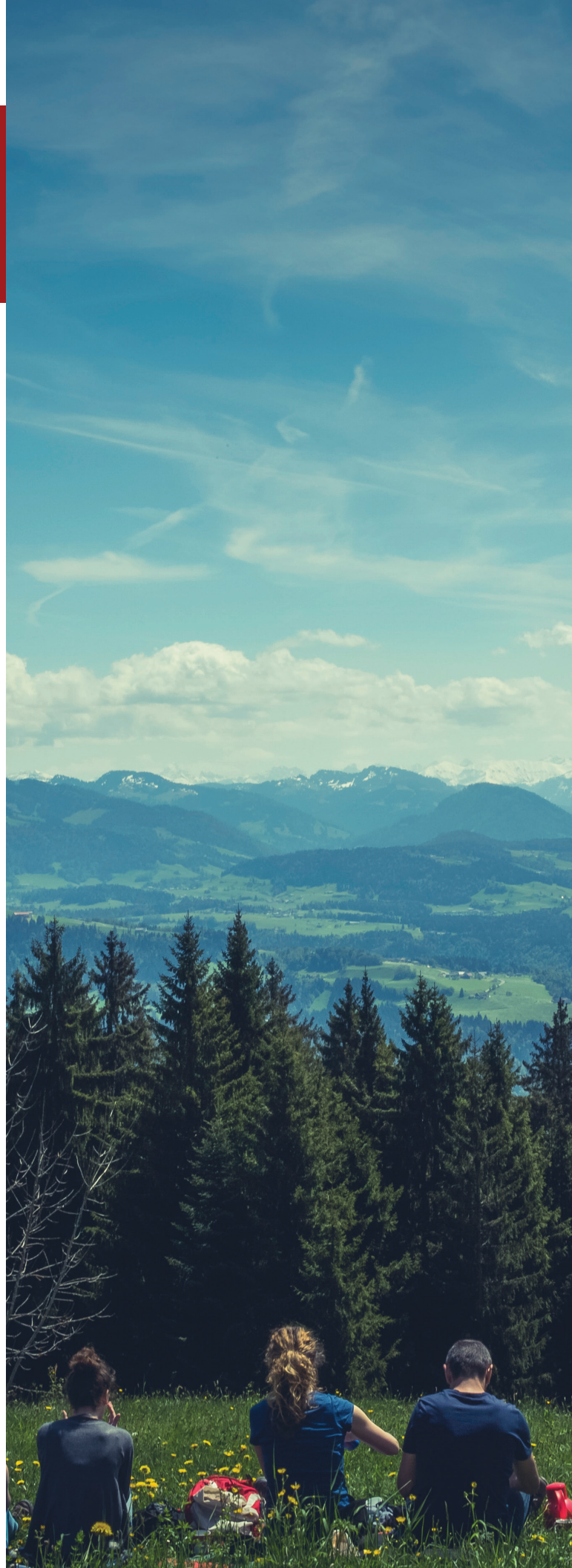
PROMOTE THE ROLE OF THE YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT

- Update website that contains current CEDS data.
- Encourage and educate elected officials, businesses and residents on the CEDS activities.
- Convene stakeholders to develop greater regional collaboration on goals and objectives.
- Encourage stakeholders to maintain, collaborate and provide updates to regional resiliency plan.



IMPLEMENTATION PARTNERS

Yuba-Sutter Economic Development Corporation; Economic Development Administration; Regional Counties and Municipalities Planning Departments; Parks and Recreation Planners; Yuba-Sutter Chamber of Commerce; Yuba-Sutter Regional Arts Council; Sutter Buttes Regional Land Trust; Sutter and Yuba County Libraries; Yuba-Sutter Lodging Association; local theatres, museums and art galleries



EVALUATION FRAMEWORK

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report, as required by EDA. These regular updates keep the strategic direction and action plan outlined in this document current and relevant.

The evaluation framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?” The performance measures will help to evaluate the progress of activities in achieving the vision, goals and objectives of the Yuba-Sutter region.

The YSEDD will update the CEDS document annually, post and distribute the results of each

annual evaluation over the next five years. The CEDS committee will adjust the goals as needed throughout the next five-year planning period when changing strengths, weaknesses, threats, and opportunities are identified. The ability to adjust metrics helps ensure the CEDS is focused on relevant tactics for achieving continued economic prosperity for the Yuba-Sutter region.



GOAL 1 PROJECTED METRICS CREATE AND MAINTAIN A COMPETITIVE REGION THROUGH ECONOMIC DEVELOPMENT

- Increase in number of investments
- Increase in agriculture foreign exports and agriculture based tourism
- Number of businesses assisted
- Growth of complimentary and supportive businesses to improve industry diversification
- Increase in number of start-ups
- Increase in technical assistance, access to capital and educational opportunities for businesses



GOAL 2 PROJECTED METRICS DEVELOP, RETAIN AND ATTRACT TALENT

- Number of career pathway aligned degrees and certificates
- Number of employment services provided to employer workforce development
- Number of jobs created and or retained and lower decrease in unemployment rate
- Number of immigrants and minorities obtaining jobs
- Number of businesses utilizing on-the-job training and workforce development programs



GOAL 3 PROJECTED METRICS IMPROVE AND MODERNIZE INFRASTRUCTURE

- Progress of regional public works projects and expected impacts
- Increase in infrastructure funding and federal project investments for water, waste-water, transportation, broadband, etc.
- Increased regional business growth resulting from improved infrastructure
- Improved housing and affordable housing accessibility and alignment with future growth



GOAL 4 PROJECTED METRICS FOSTER OVERALL QUALITY OF LIFE AND PLACE

- Increase in the regional recreational tourism activities, areas and facilities including bicycle and pedestrian plans
- Improved and expanded regional emergency services and shared communication
- Increase of investments in cultural/arts events, organizations and institutions
- Reduction in homelessness within the region and improved collaborative partnerships
- Expanded behavioral and mental health services
- Decrease in public safety talent migration



Summary Call to Action

The 2020-2025 Yuba-Sutter Comprehensive Economic Strategy is designed to build capacity and guide the economic prosperity of the region. It is a key component in prioritizing regional clusters and emphasizing collaboration and reflects the views of the public and private sectors of the region. While business recruitment is one component to developing a prosperous region, business retention and expansion, workforce development and quality of life factor into the strategic plan for developing a foundation for securing the future health and prosperity of the Yuba-Sutter region.



2020-2025 BUILDING PROSPERITY
IN THE YUBA-SUTTER REGION
Available online at ysedc.org

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