

2016 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT

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Data current at March, 2016.

THIS PUBLICATION WAS PREPARED BY YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION. THE STATEMENTS, CONCLUSIONS AND RECOMMENDATIONS ARE THOSE OF THE AUTHOR AND DO NOT NECESSARILY REFLECT THE VIEWS OF U.S. DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION.



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COMMITTEE & STAFF

The CEDS Committee's purpose was to formulate a regional economic strategy for the District. It incorporated direction from representatives of Sutter County, Yuba County, City of Live Oak, City of Marysville and City of Wheatland.

The committee was comprised of community and business leaders representing a diverse cross section of the region. The committee began meeting March 2016 and concluded June 2016.

Yuba-Sutter Economic Development District CEDS Committee Members and Staff 2016

Name	Representation	YSEDD/CEDS Start Date
Kevin DeHoff	Wholesale & Retail Trade	2013
Rachel Farrell	Healthcare	2012
Renee Garcia	Finance	2002
Jim Goodwin	Government – City of Live Oak	2008
Greg Greeson	Government – City of Wheatland	2015
Adam Hansen	Transportation	2016
Bob Harlan	Non-profit Organizations	2011
Kary Hauck	Information	2013
John Hodges	Manufacturing	2011
Lee Jones	Leisure & Hospitality	2011
Kevin Mallen	Government – Yuba County	2010
Suzanne Melim	Transportation	2013
Steve Miller	Information	2014
Coleen Morehead	Natural Resources, Mining & Construction	2011
Walter Munchheimer	Government – City of Marysville	2013
Cynthia Roderick	YSEDC Staff	2016
James Rodrigues	Manufacturing	2016
Al Sawyer	Government – Sutter County	2014
Rikki Shaffer	Yuba-Sutter Chamber of Commerce	2014
Brynda Stranix	Economic Development & Chamber of Commerce	2001
Claudia Street	Agriculture	2015
Jon Walz	Beale Air Force Base	2016

SECTION 1: SUMMARY BACKGROUND

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 more 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.

The CEDS represents the Yuba-Sutter Economic Development District; the District represents Yuba and Sutter counties in northern California and the cities of Live Oak, Marysville and Wheatland.

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

The analysis assesses the state of the regional economy, the opportunities and threats posed by 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.

Yuba-Sutter Economic Development District (YSEDD) is generally synonymous with Yuba-Sutter Economic Development Corporation (YSEDC).

Yuba and Sutter counties are located in the north/central part of the state of California, just 45 minutes north of its capital city of Sacramento. 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 containing both Yuba and Sutter counties is referred to as the Yuba City Metropolitan Statistical Area (MSA) as defined by U.S. Office of Management and Budget and used by the U.S. Census Bureau and other U.S. government agencies for statistical purposes. A metropolitan statistical area is a geographical region with a relatively high population density at its core and close economic ties throughout the area.

REGIONAL ANALYSIS

Marysville and Yuba City in Northern California's Central Valley within the Greater Sacramento area, 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.

Environment

The Yuba-Sutter area is 1,252 square miles and is geographically diverse, offering many recreational opportunities, such as fishing, boating, hunting, 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. January low temperatures average in the high 30s while July high temperatures average in the mid-90s. Average annual rainfall is 22.17 inches with the majority falling from December through March.



The Yuba-Sutter region typically enjoys a plentiful water supply, 19 square miles or more than 12,000 acres, although the region, as well as the rest of the state, is experiencing severe drought. Drought conditions have lessened this year but measures continue to be in effect. The Sacramento, Feather and Yuba rivers are predominant with many smaller

tributaries that feed these larger rivers. Dams, lakes and reservoirs provide debris control, diversion, regulation and storage. Water uses include domestic, irrigation, municipal, industrial, power and recreation.



Portions of the Plumas and Tahoe National forests sit in Yuba County providing numerous campgrounds and day-use facilities. The Sutter Buttes, the world's smallest mountain range, are the remnants of a volcano that has been dormant for over a million years rising 2,130 feet above sea level in a ten-mile circle in Sutter County; through various organizations guided hikes that provide access to the privately-owned land are available.

The Pacific Coast is just a few hours' drive to the west and 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 west. The rivers, lakes, mountains, year-round festivals and fairs, golf courses, community theater, fine dining establishments, bikeways, historic downtown shopping and Yuba-Sutter's own professional-grade Gold Sox baseball team make the region a wonderful place to live or visit.

The region is served by state routes 20, 49, 65, 70, 99 and 113 and is just north of the intersection of two major interstates, I-5 and I-80. The Yuba-Sutter area is only 35 miles from the Sacramento International Airport on 6,000 acres, which serves general aviation, passenger and freight traffic and operates two 8,600-foot parallel runways, two terminals and 32 gates. The airport averages 323 flights a day with 16 passenger carriers. Passenger volume was 9.6 million in 2015.

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 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. A 1.8 million grant was awarded to Yuba County by the federal Economic Development Administration in support of a large employer in need of waste water system improvements. Skyway Business park has 8 buildings on 5 acres suitable for manufacturing or distribution. Each building is 7,920 SF and brand new spec development with all utilities is in place. 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 single-engine 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, ending historic operational deficits associated with government control of the airport.

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.

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 and the Sacramento deep-water channel.

Yuba and Sutter counties are close enough 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 that run from Monday to Saturday. There are also two express commuter lines to Sacramento available on weekdays in addition to three rural routes to Live Oak, the Yuba County Foothills, and Wheatland. Dial-a-Ride service is made available to seniors and those with disabilities as both a paratransit and door-to-door service.

Military Asset – Beale Air Force Base

Mission:

The 9th Reconnaissance Wing's mission is to train, deploy, and employ our Airmen and assets to deliver globally integrated Intelligence, Surveillance, and Reconnaissance in support of National Objectives. To accomplish this mission, the wing is equipped with the nation's fleet of U-2, RQ-4 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 940th Wing is the Air Force Reserve Command's preeminent force provider for command and control, intelligence, surveillance, and reconnaissance and mission support, in support of Air Combat Command, Pacific Air Forces and the Air Force intelligence, Surveillance and Reconnaissance Agency. The 940th Wing is recognized as the Air Force Model for total force integration, providing in-garrison and in-theater combat support and C2ISR expertise to warfighters across the



spectrum of conflict through training, developing and retaining experience mission-ready Citizen Airmen.

History:

Camp Beale, named for Edward Fitzgerald Beale (1822-1893), opened in October 1942 as a training site for the 13th Armored and the 81st and 96th Infantry Divisions. During World War II, Camp Beale's 86,000 acres were home for more than 60,000 soldiers, a prisoner-of-war encampment, and 1,000 bed hospital. In 1948, the camp transferred from the Army to the Air Force and has been under several commands, including Air Training Command, Continental Air Command, Aviation Engineer Force, the Strategic Air Command, and since June 1, 1992 Air Combat Command.

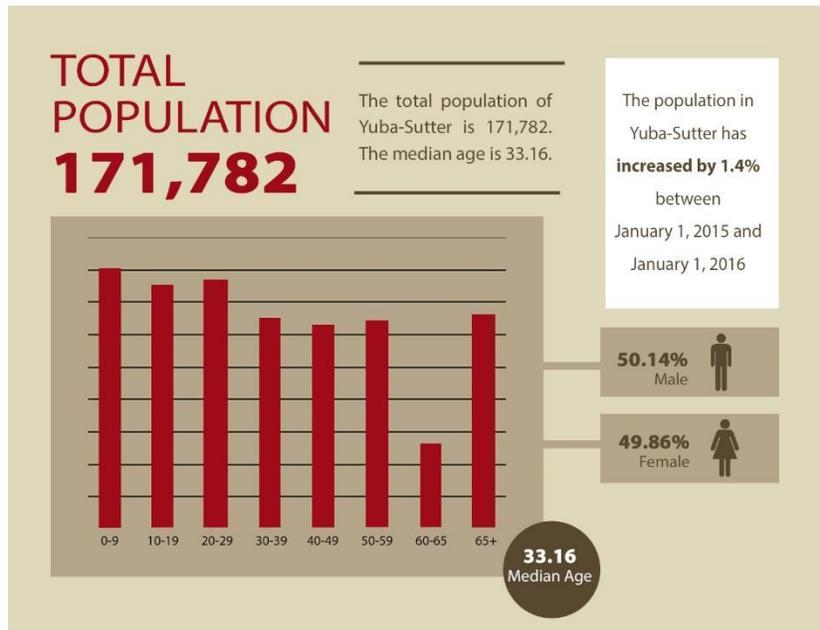
From 1959 until 1965 Beale was support base for three Titan I missile sites near Lincoln, Chico and the Sutter Buttes and in 1979 the Phased Array Warning System (Pave Paws) was brought to the base. Beale AFB was the home of two of the world's most unique aircraft: the supersonic

reconnaissance aircraft, SR-71 “Blackbird” and reconnaissance aircraft, the U-2. Today, covering 23,000 acres, Beale AFB with its unique name and mission, historic past, and promising future is home for the U-2 Dragon Lady, T-38 Talon, RQ-4 Global Hawk, and KC-135 Refueling Wing.

Local Economic Impact:

Beale AFB has a huge economic impact on the Yuba-Sutter community. The base supports 4,926 military personnel, 1,339 civilians and 5,118 dependents with total payroll of \$323,501,136.00. Beale expended over \$160 million in local contracts in 2015. There were a total 1,778 jobs created with an estimated annual dollar value of \$77.6 million. (Source: BAFB Economic Impact Statement Fiscal Year 2015). Beale AFB provides the community with a trained workforce with its 30,000 retirees living within a one-hour drive.





Population

According to the California Department of Finance, Sutter County’s estimated population was 97,308 as of January 1, 2016, an increase over 2015 data of 0.4 percent. Almost 70 percent of county residents reside in Yuba City, the county seat and largest city. Yuba City serves as the center for shopping and business for Sutter and Yuba counties as well as parts of Butte and Colusa counties.

The county’s total population is projected to reach 112,384 residents by the year 2025, an increase of 18 percent over Census 2010 figures. Sutter County’s population is projected to increase nearly 80 percent by 2060.

Yuba County’s estimated population of 74,385 as of January 1, 2016, is an increase over 2015 data of 0.5 percent. The largest city within the county, Marysville, is the county seat and one of California’s most historic

Data Source: Applied Geographic Solutions, 2015

cities; its history as a community dates back to California's Gold Rush era. Much of Yuba-Sutter's agricultural, recreational, educational and industrial activities are located in Yuba County. Of the Yuba County population, more than 73 percent reside in the unincorporated areas. The population in Yuba County is projected to reach 88,285 by the year 2025, an increase of 21 percent above the 2010 census. Yuba County's population is projected to increase 80 percent by 2060.

As the area's population is expected to increase 80 percent over the next 40 years, the cities and counties are working to manage this growth by improving infrastructure elements such as roads, water, wastewater, and levee systems. Special attention to major transportation arteries will be especially critical.

Households

A household includes all the persons who occupy a housing unit as their usual place of residence. A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from outside the building or through a common hall. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements. (People not living in households are classified as living in group quarters.)

According to the 2010 Census, of the 55,744 households in Yuba-Sutter, the average number of persons per household is 2.95 and is similar to that of the state at, 2.90; 73.2 percent are family households, 53.1 percent are married.

Income and Poverty

A household includes the related family members and all the unrelated people who occupy a housing unit. A person living alone in a housing unit or a group of unrelated people sharing a housing unit is also counted as

a household. The 2010-2014 American Community Survey estimates California's median household income at \$61,489; Yuba County's at \$45,470; and, Sutter County's at \$51,527.

As defined by the U.S. Census Bureau, a family is a group of two or more people (one of whom is the householder) related by birth, marriage or adoption and residing together; all such people, including related subfamily members, are considered as members of one family. The 2010 – 2014 American Community Survey estimated California's median family income at \$70,187; Yuba County's at \$49,560; and, Sutter County's at \$58,434.

In the 2010-2014 American Community Survey poverty estimates, the percentage of Yuba-Sutter's families for which poverty status is determined, overall is higher than the state's percentage of 12.3 percent; 13.7 percent of Sutter County's families were determined to be below the poverty level as were 16.9 percent of Yuba County's families. In California, 16.4 percent of the entire population lived below the poverty level; 16.8 percent of Sutter County's population and 22.2 percent of Yuba County's population lived below the poverty level.

Education Attainment

School enrollment for the population three years and older in Yuba City MSA, including nursery and preschool, kindergarten, elementary, high school, college and graduate school, in 2010-2014 U.S. Census Bureau American Community Survey five-year estimates was 19,036 or 30.5 percent of that population, exceeding the 27.5 percentage of the nation.

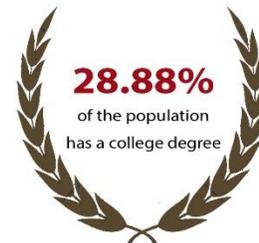
Yuba City MSA had a 78.8 percent high school graduate or higher education rate and 18.9 percent have attained a Bachelor’s Degree or higher in 2010-2014 estimates of population 25 years and over. Nationally, 86 percent are high school graduates or higher and 31.9 percent have attained a Bachelor’s Degree or higher.

EDUCATIONAL ATTAINMENT

The majority of the Yuba-Sutter population has completed at least a high school degree

Less than 9th grade	9th to 12th grade, no diploma	High school graduate or equivalency	Some college, no degree	Associate’s degree	Bachelor’s degree	Graduate or professional degree
9.87%	9.96%	24.85%	26.44	11.2%	12.38%	5.38%

Data Source: Applied Geographic Solutions, 2015



Employment

Job growth creates opportunity and is considered one measure of economic health. Within the Yuba City MSA, the total civilian labor force in March 2016 was estimated by California Employment Development Department to be 73,200, up from 73,000 a year ago. The area’s total industry employment gained 1,300 jobs in the same time period.

From 1994 to 2014 the annual average unemployment rate for the Yuba-Sutter region was at a high of 18.1 percent in 2010 and dropped as low as 8.8 percent in 2000; the current jobless rate is 11.0 percent for March 2016.

TOP 5 OCCUPATIONS



Office and administrative support
14.6%



Sales and related
12.2%



Food prep and serving related
11.3%



Education, training and library
10.9%



Healthcare practitioner and technical
5.6%

Source: California EDD 2015Q4

Yuba-Sutter's is a service-based economy. In the 10-year period from 2006 to 2015, private service-providing jobs increased 1100 or 4.41 percent largely in educational and health services and leisure and hospitality; government service providing jobs decreased by 600 or 9.6 percent. Goods-producing jobs experienced a net loss of 1,000 jobs or 19.23 percent. In the 10-year period natural resources, mining and construction experienced a net loss of 800 jobs or 40 percent; manufacturing lost 200 jobs or 8 percent.

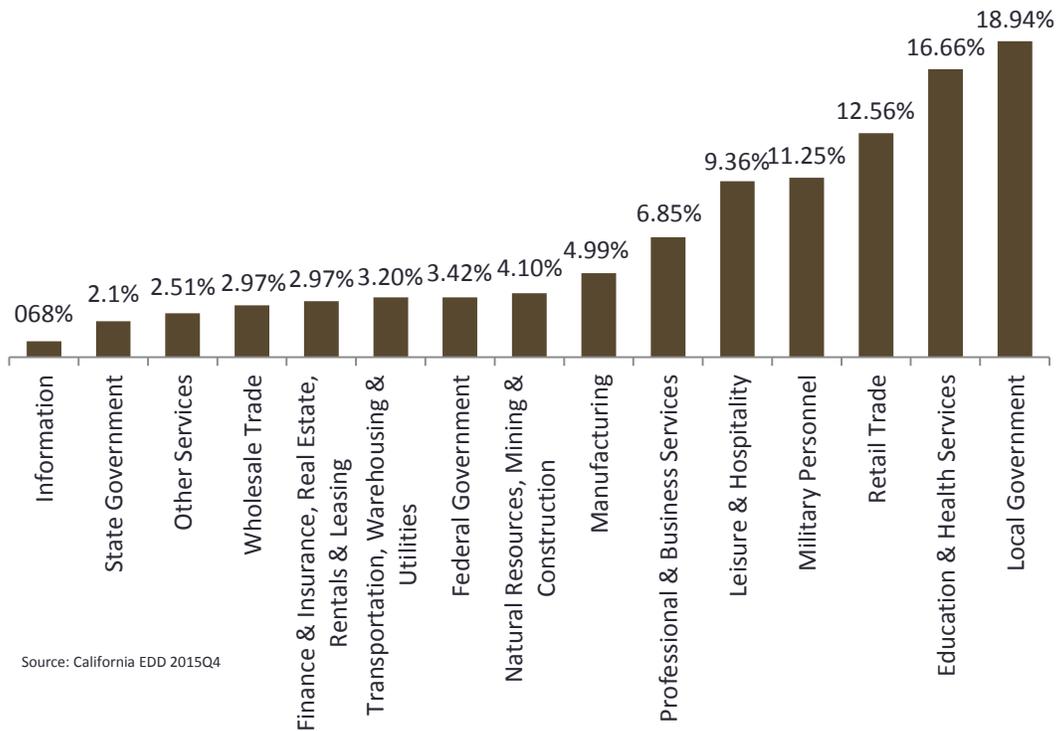
Yuba-Sutter's major employers include Beale Air Force Base, Rideout Health Group, Yuba City Unified School District, Marysville Joint Unified School District, Walmart (in Yuba City and Linda), Sutter County, Yuba County, Caltrans, Sunsweet Growers, Inc., and Sutter Medical Foundation.

**LABOR
FORCE
73,449**

Yuba-Sutter has a labor force of 73,449 people, with a job growth rate of 3.4% for 2015, and an average unemployment rate of 11% at March 2015.

**JOB GROWTH
3.4%
2015**

Source: California EDD 2015Q4



Source: California EDD 2015Q4

Industry

California Employment Development Department reported the highest concentration of civilian employment in the District in 2014 was as shown in the chart above.

In the last year, a net of 1,500 jobs were gained in the District: 300 were gained in goods producing, 500 were gained in service providing, and government gained 200; agriculture gained 200.

TOP 5 INDUSTRIES BY JOBS

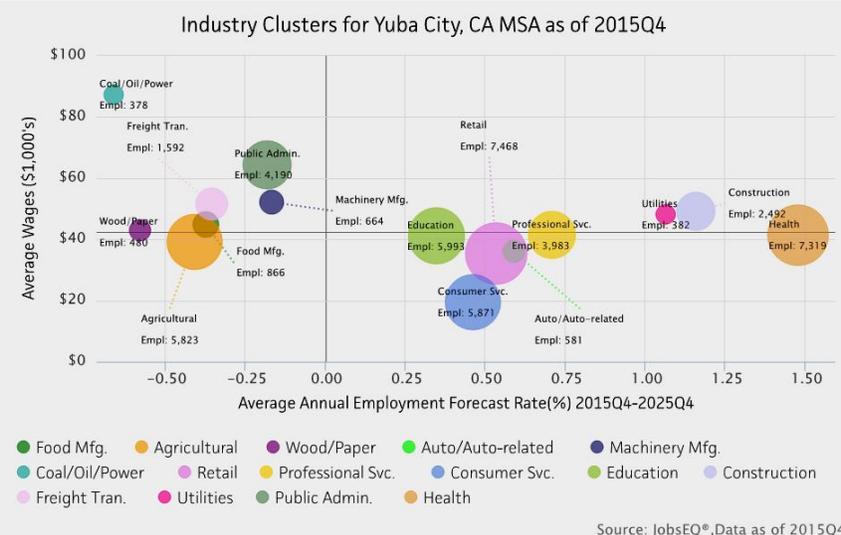


Source: California EDD 2015Q4

Industry Clusters

A cluster is defined as a geographic concentration of interrelated industries or occupations. There are three types of clusters analyzed by this CEDS. Industry Clusters, Career Ladder Clusters and SCCI Clusters (developed by the State’s Career Clusters Initiative. If a regional cluster has a location quotient of 1.25 or higher it is considered to possess a “competitive advantage” in that industry; a location quotient less than 1 indicates the region has a lower concentration of employment in the cluster than the nation.

The industry cluster in the Yuba City MSA with the highest relative concentration is Agricultural with a location quotient of 7.66. This cluster employs 5,823 workers in the region with an average wage of \$39,200. Employment in the Agricultural cluster is projected to contract in the region about 0.4% per year over the next 10 years.



Agriculture

The agriculture, forestry, fishing and hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts that may be held under different tenures. For example, one tract may be owned by the farm operator and another rented. It may be operated by the operator alone or with the assistance of members of the household or hired employees, or it may be operated by a partnership, corporation, or other type of organization. When a landowner has one or more tenants, renters, croppers, or managers, the land operated by each is considered a farm.



The sector distinguishes two basic activities: agricultural production and agricultural support activities. Agricultural production includes establishments performing the complete farm or ranch operation, such as farm owner-operators, tenant farm operators, and sharecroppers. Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting, and management, on a contract or fee basis.

Excluded from the agriculture, forestry, hunting and fishing sector are establishments primarily engaged in agricultural research and establishments primarily engaged in administering programs for regulating and conserving land, mineral, wildlife, and forest use.

Yuba-Sutter enjoys an abundant water supply, good soil and a long growing season. More than 600,000 of the 798,000 acres (75 percent) in Yuba-Sutter are in agricultural use. The largest use of agricultural land is for field crops and vegetables. Fruit and nut crops account for the second highest use of acreage.

According to the Annual Sutter County Crop Report, in 2014, Sutter County's gross agricultural production value was \$726 million, about \$126.8 million more than the previous year. One of the effects of the drought was the rise of walnuts to the top ranking this crop year, replacing rice which was the leader for the past 24 years. Walnuts brought in 191.6 million, rice and prunes were the second and third leading crops respectively, at \$142.8 million for rice and \$107.6 million for prunes.

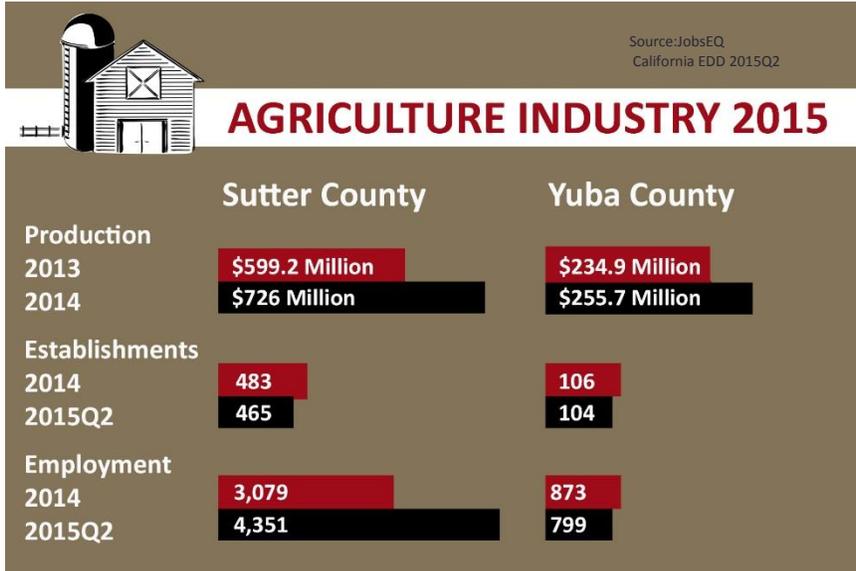


Yuba County Annual Crop Report stated that agriculture set another record in 2014 with a gross agricultural production value of \$255.7 million; up \$46.6 million from 2013. Walnuts surpassed rice as the leading crop at \$83.1 million with rice second at \$62.9 million and prunes in third at \$43.7 million.

Both counties' fourth leading crop was peaches at \$90.8 million combined. This is up by \$30 million from the previous year.

Yuba and Sutter counties are among the leading counties of California that produce sorghum, kiwifruit, honeydew melons, peaches, pears, rice, walnuts, wool, and mohair.

In 2015Q2 there were 569 agriculture establishments in Yuba-Sutter; 465 in Sutter County employing 4,351 and 104 in Yuba County employing 799. The agriculture industry employment increased 17.6 percent over the last decade and increased 30.4 percent from 2014.



The number of agriculture positions peak during August and decline to lowest position numbers in January.

Mining

The mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.

The mining sector distinguishes two basic activities: mine operation and mining support activities. Mine operation includes establishments operating mines, quarries, or oil and gas wells on their own account or for others on a contract or fee basis. Mining support activities include establishments that perform exploration (except geophysical surveying) and/or other mining services on a contract or fee basis (except mine site preparation and construction of oil/gas pipelines).

Establishments in the mining sector are grouped and classified according to the natural resource mined or to be mined. Industries include establishments that develop the mine site, extract the natural resources, and/or those that beneficiate (i.e., prepare) the mineral mined. Beneficiation is the process whereby the extracted material is reduced to



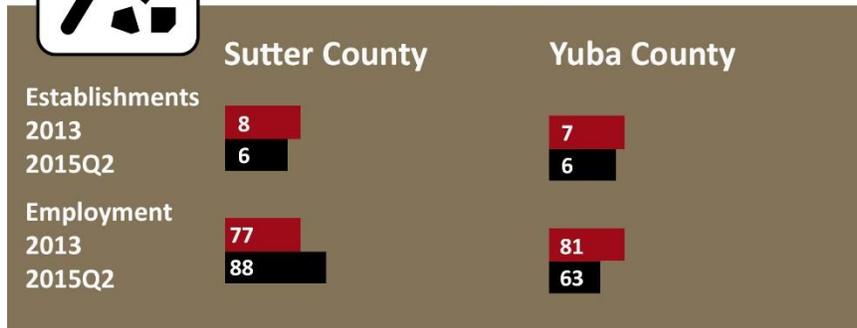
particles that can be separated into mineral and waste, the former suitable for further processing or direct use. The operations that take place in beneficiation are primarily mechanical, such as grinding, washing, magnetic separation, and centrifugal separation. In contrast, manufacturing operations primarily use chemical and electrochemical processes, such as electrolysis and distillation. However, some treatments, such as heat

treatments, take place in both the beneficiation and the manufacturing (i.e., smelting/refining) stages. The range of preparation activities varies by mineral and the purity of any given ore deposit. While some minerals, such as petroleum and natural gas, require little or no preparation, others are washed and screened, while yet others, such as gold and silver, can be transformed into bullion before leaving the mine site.

Mining, beneficiating, and manufacturing activities often occur in a single location. Separate receipts will be collected for these activities whenever possible. When receipts cannot be broken out between mining and manufacturing, establishments that mine or quarry nonmetallic minerals, beneficiate the nonmetallic minerals into more-finished manufactured products are classified based on the primary activity of the establishment. A mine that manufactures a small amount of finished products will be classified in the mining sector. An establishment that mines and whose primary output is a more finished manufactured product will be classified in the manufacturing sector.



MINING INDUSTRY 2015



In 2015Q2, there were 12 mining establishments in Yuba-Sutter; 6 in Sutter County employing 88 and 6 in Yuba County employing 63. The mining industry employment decreased 25 percent over the last decade and 7.1 percent since 2014.

Utilities

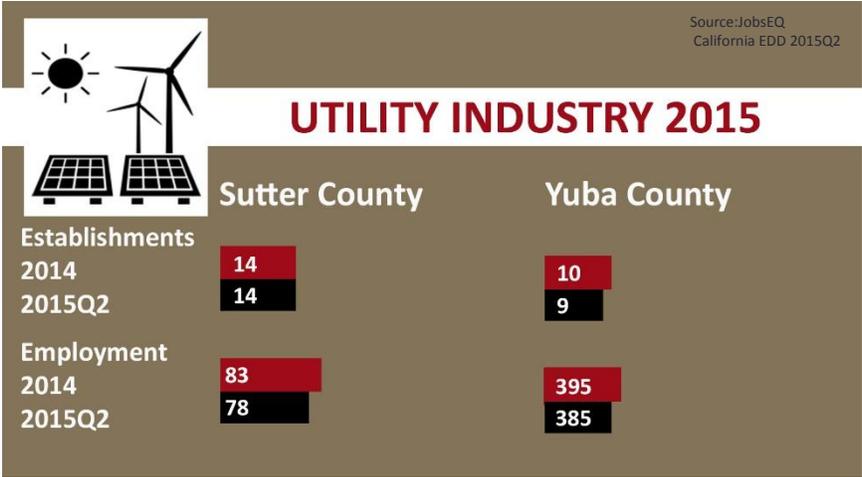
The utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility:



electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment,

and disposal of waste through sewer systems and sewage treatment facilities.

Excluded from this sector are establishments primarily engaged in waste management services classified in administrative and support and waste management and remediation services. These establishments also collect, treat, and dispose of waste materials; however, they do not use sewer systems or sewage treatment facilities.



In 2015Q2 there were a total of 23 water and utility establishments in Yuba-Sutter; 14 in Sutter County employing 78 individuals and 9 in Yuba County employing 385. The utility industry has increased 36.8 percent in the last decade but decreased 3.35 percent since 2014.

Construction

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector.

Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are

managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in contracts with the owners of construction projects or contracts with other construction establishments.



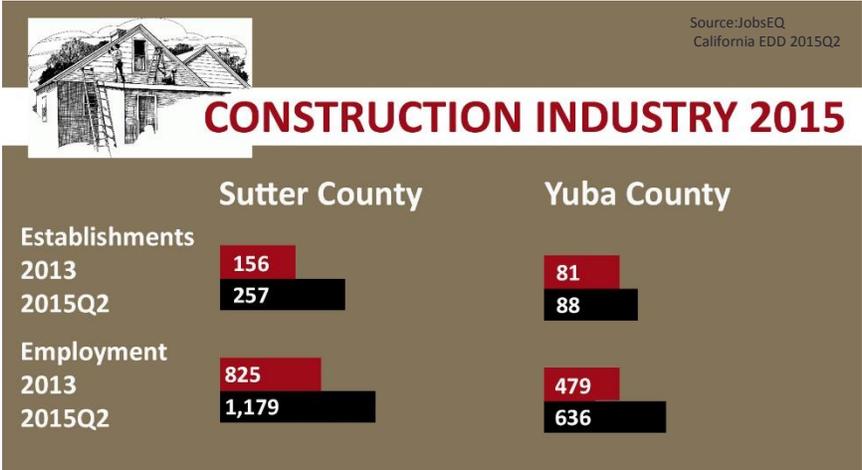
Establishments primarily engaged in contracts that include responsibility for all aspects of individual construction projects are commonly known as general contractors, but also may be known as design-builders, construction managers, turnkey contractors, or (in cases where two or more establishments jointly secure a general contract) joint-venture contractors. Construction managers that provide oversight and scheduling only (i.e., agency) as well as construction managers that are responsible for the entire project (i.e., at risk) are included as general contractor type establishments. Establishments of the "general contractor type" frequently arrange construction of separate parts of their projects through subcontracts with other construction establishments.

Establishments primarily engaged in activities to produce a specific component (e.g., masonry, painting, and electrical work) of a construction project are commonly known as specialty trade contractors. Activities of specialty trade contractors are usually subcontracted from other construction establishments but, especially in remodeling and repair construction, the work may be done directly for the owner of the property.

Establishments primarily engaged in activities to construct buildings to be sold on sites that they own are known as operative builders, but also may be known as speculative builders or merchant builders. Operative builders produce buildings in a manner similar to general contractors, but their production processes also include site acquisition and securing of financial backing. Operative builders are most often associated with the

construction of residential buildings. Like general contractors, they may subcontract all or part of the actual construction work on their buildings.

There are substantial differences in the types of equipment, work force skills, and other inputs required by establishments in this sector.



In 2015Q2 there were 345 construction establishments in Yuba-Sutter; 257 in Sutter County employing 1,179 and 88 in Yuba County employing 636. The construction industry employment decreased 27.95 percent over the last decade but has increased 22.9 percent over 2014.

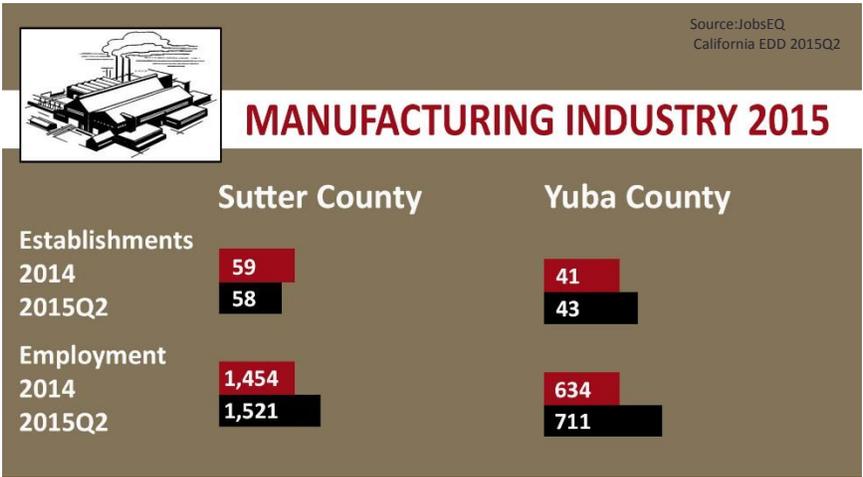
Manufacturing

The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified as construction.

Establishments in the manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.



The materials, substances, or components transformed by manufacturing establishments are raw materials that are products of agriculture, forestry, fishing, mining, or quarrying as well as products of other manufacturing establishments.



In 2015Q2 there were 101 manufacturing establishments in Yuba-Sutter; 58 in Sutter County employing 1,521 and 43 in Yuba County employing 711. The manufacturing industry employment decreased 4.8 percent over the last decade but increased 6.9% percent from 2014.

Wholesale Trade

The wholesale trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.



The wholesaling process is an intermediate step in the distribution of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of: goods for resale (i.e., goods sold to other wholesalers or retailers); capital or durable non-consumer goods; and, raw and intermediate materials and supplies used in production.

Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. These warehouses and offices are characterized by having little or no display of merchandise. In addition, neither the design nor the location of the premises is intended to solicit walk-in traffic. Wholesalers do not normally use advertising directed to the general public. Customers are generally reached initially via telephone, in-person marketing, or by specialized advertising that may include Internet and other electronic means. Follow-up orders are either vendor-initiated or client-initiated, generally based on previous sales, and transactions are often conducted between wholesalers and clients that have long-standing business relationships.

This sector comprises two main types of wholesalers: merchant wholesalers that sell goods on their own account and business electronic markets, agents, and brokers that arrange sales and purchases for others generally for a commission or fee.



In 2015Q2 there were 107 wholesale trade establishments in Yuba-Sutter; 72 in Sutter County employing 1,149 and 30 in Yuba County employing 209. The wholesale trade sector increased 5.4 percent over the last decade and .15 percent over 2014.

Retail Trade

The retail trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and non-store retailers.

Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. These include establishments, such as office supply stores, computer and software stores, building materials dealers,

plumbing supply stores, and electrical supply stores. Catalog showrooms, gasoline stations, automotive dealers, and mobile home dealers are treated as store retailers.

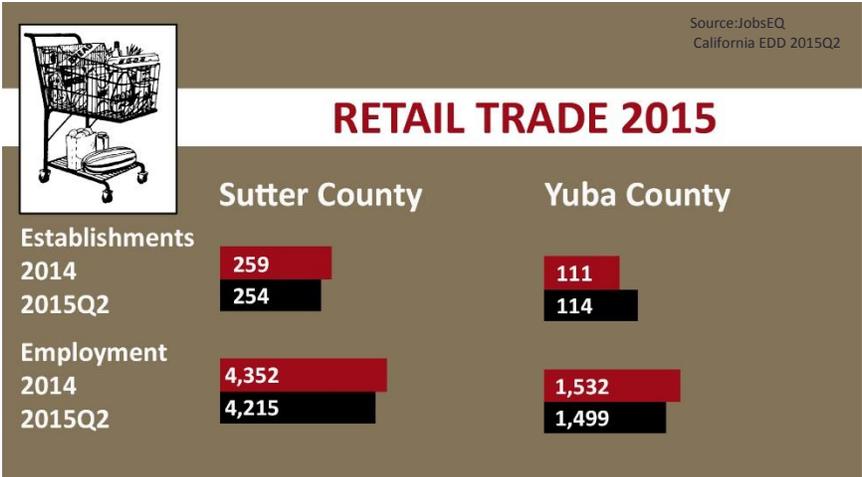
In addition to retailing merchandise, some types of store retailers are also engaged in the provision of after-sales services, such as repair and installation. For example, new automobile dealers, electronics and appliance stores, and musical instrument and supplies stores often provide repair services. As a general rule, establishments engaged in retailing merchandise and providing after-sales services are classified in this sector.



Non-store retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines. Establishments engaged in the direct sale (non-store) of products, such as home heating oil dealers and home delivery newspaper routes are included as non-store retailers.

The buying of goods for resale is a characteristic of retail trade establishments that particularly distinguishes them from establishments in the agriculture, manufacturing, and construction industries. For example, farms that sell their products at or from the point of production are not classified in retail, but rather in agriculture. Similarly, establishments that both manufacture and sell their products to the general public are not classified in retail, but rather in manufacturing. However, establishments that engage in processing activities incidental

to retailing are classified in retail. This includes establishments, such as optical goods stores that do in-store grinding of lenses, and meat and seafood markets.



In 2015Q2 there were 368 retail trade establishments in Yuba-Sutter; 254 in Sutter County employing 4,215 and 114 in Yuba County employing 1499. The retail trade industry employment decreased 9.3 percent in the last decade and decreased 2.5 percent over 2014.

Transportation and Warehousing

The transportation and warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

The transportation and warehousing sector distinguishes three basic types of activities: subsectors for each mode of transportation, a subsector for warehousing and storage, and a subsector for establishments providing support activities for transportation. In

addition, there are subsectors for establishments that provide passenger transportation for scenic and sightseeing purposes, postal services, and courier services.

A separate subsector for support activities is established in the sector because, first, support activities for transportation are inherently multimodal, such as freight transportation arrangement, or have multimodal aspects. Secondly, there are production process similarities among the support activity industries.



One of the support activities identified in the support activity subsector is the routine repair and maintenance of transportation equipment (e.g., aircraft at an airport, railroad rolling stock at a railroad terminal, or ships at a harbor or port facility). Such establishments do not perform complete overhauling or rebuilding of transportation

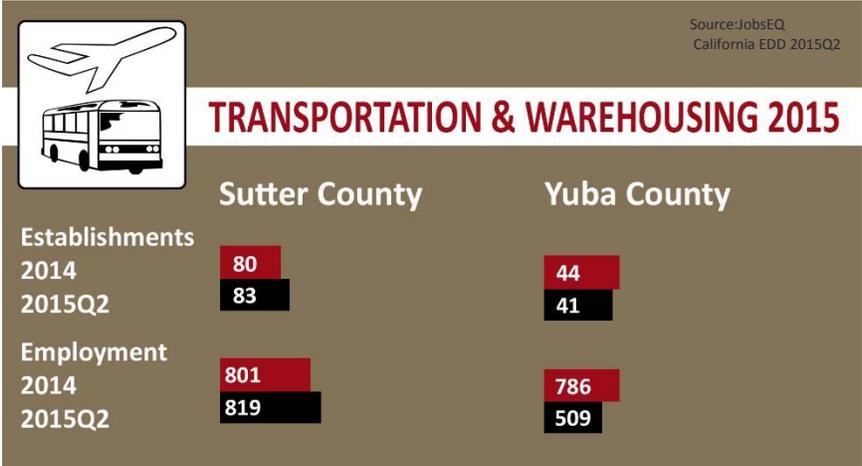
equipment (i.e., periodic restoration of transportation equipment to original design specifications) or transportation equipment conversion (i.e., major modification to systems). An establishment that primarily performs factory (or shipyard) overhauls, rebuilding, or conversions of aircraft, railroad rolling stock, or a ship is classified the transportation equipment manufacturing subsector according to the type of equipment.

Many of the establishments in this sector often operate on networks, with physical facilities, labor forces, and equipment spread over an extensive geographic area.

Warehousing establishments in this sector are distinguished from merchant wholesaling in that the warehouse establishments do not sell the goods.

Excluded from this sector are establishments primarily engaged in providing travel agent services that support transportation and other

establishments, such as hotels, businesses, and government agencies. These establishments are classified in the administrative and support and waste management and remediation services sector. Also, establishments primarily engaged in providing rental and leasing of transportation equipment without operator are classified in the rental and leasing services sector.



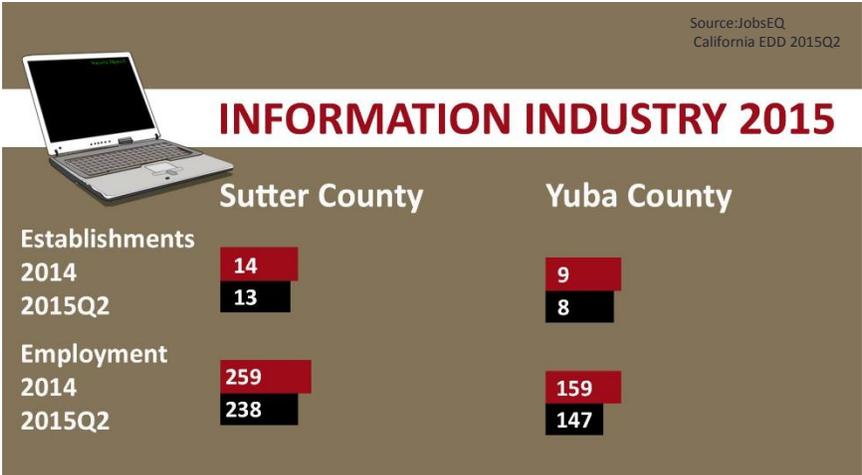
In 2015Q2 there were 124 transportation and warehousing establishments in Yuba-Sutter; 83 in Sutter County employing 819 and 41 in Yuba County employing 509. The transportation and warehousing industry employment has decreased 3.24 percent in the last decade and decreased 16.3 percent since 2014.

Information

The information sector comprises establishments engaged in the following processes: producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or communications, and processing data.

The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional

broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.



In 2015Q2 there were 21 information establishments in Yuba-Sutter; 13 in Sutter County employing 238 and 8 in Yuba County employing 147. The information industry employment decreased 19.5 percent in the last 10 years and decreased 7.9% from 2014.

Finance and Insurance

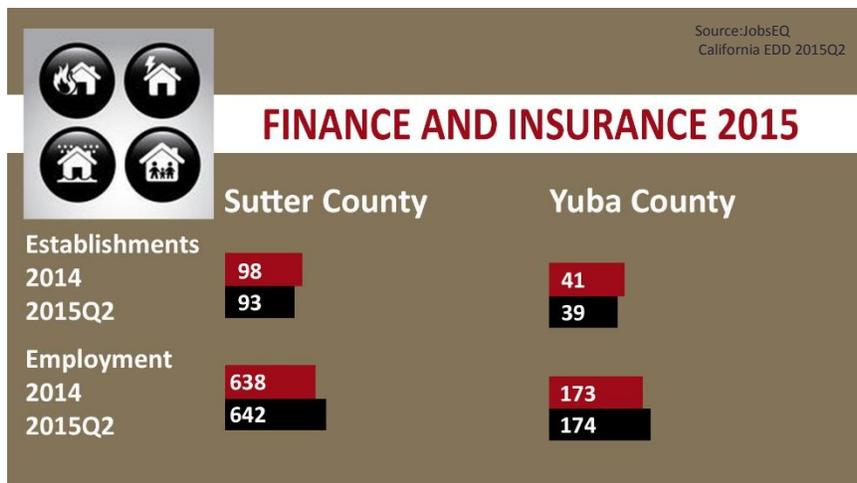
The finance and insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. Three principal types of activities are identified:



- Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities. Establishments engaged in this activity use raised funds to acquire financial assets by making loans and/or purchasing securities. Putting themselves at risk, they channel funds from lenders to borrowers and transform or repackage the funds with respect to maturity, scale, and risk. This activity is known as financial intermediation.
- Pooling of risk by underwriting insurance and annuities. Establishments engaged in this activity collect fees, insurance premiums, or annuity considerations; build up reserves; invest those reserves; and make contractual payments. Fees are based on the expected incidence of the insured risk and the expected return on investment.
- Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs.

In addition, monetary authorities charged with monetary control are included in this sector.

The finance and insurance sector has been defined to encompass establishments primarily engaged in financial transactions; that is, transactions involving the creation, liquidation, change in ownership of financial assets; or in facilitating financial transactions. Financial industries are extensive users of electronic means for facilitating the verification of financial balances, authorizing transactions, transferring funds to and from transactor accounts, notifying banks (or credit card issuers) of the individual transactions, and providing daily summaries. Since these transaction processing activities are integral to the production of finance and insurance services, establishments that principally provide a financial transaction processing service are classified to this sector, rather than to the data processing industry in the Information sector.



There were 132 finance and insurance establishments in Yuba-Sutter; 93 in Sutter County employing 642 and 39 in Yuba County employing 174. The finance and insurance industry employment increased 5.6 percent over the last decade and increased 2.1% from 2014.

Real Estate, Rental and Leasing

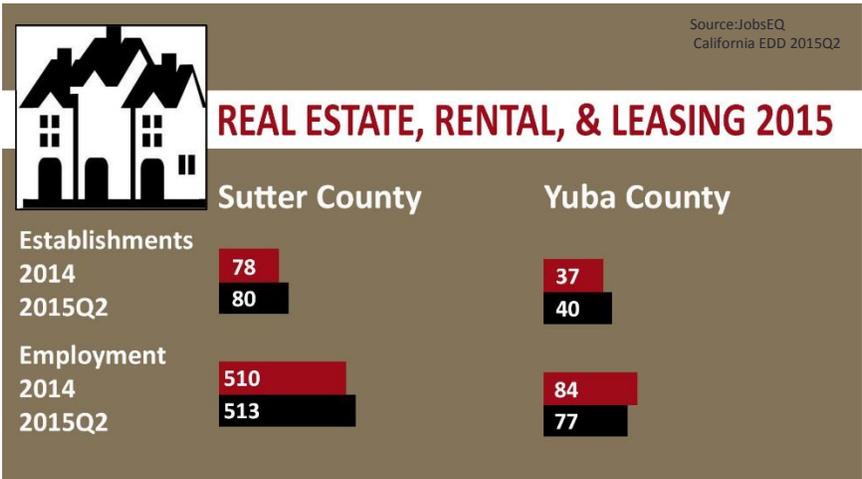
The real estate, rental, and leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks.

This sector also includes establishments primarily engaged in managing real estate for others, selling, renting and/or buying real estate for others, and appraising real estate. These activities are closely related to this sector's main activity, and it was felt that from a production basis they would best be included here. In addition, a substantial proportion of property management is self-performed by lessors.

The main components of this sector are the real estate lessors industries

(including equity real estate investment trusts, REITs); equipment lessors industries (including motor vehicles, computers, and consumer goods); and lessors of nonfinancial intangible assets (except copyrighted works).

Excluded from this sector are establishments primarily engaged in renting or leasing equipment with operators.



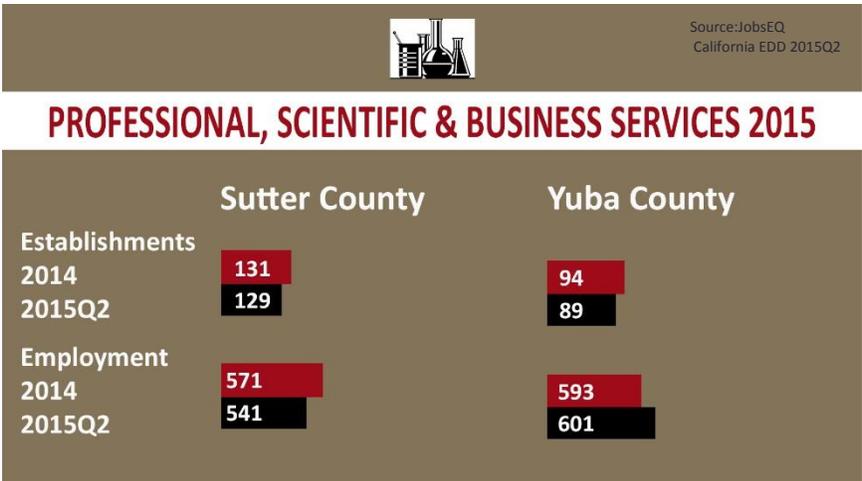
In 2015Q2 there were 120 real estate, rental and leasing establishments in Yuba-Sutter; 80 in Sutter County employing 513 and 40 in Yuba County employing 77. The real estate, rental and leasing industry employment decreased 16.15 percent over the last decade and has remained the nearly the same since 2014.

Professional, Scientific and Business Services

The professional, scientific, and technical services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services;

advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

This sector excludes establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning, billing and recordkeeping, personnel, and physical distribution and logistics.



In 2015Q2 there were 218 professional, scientific, and technical services establishments in Yuba-Sutter; 129 in Sutter County employing 541 and 89 in Yuba County employing 601. The professional, scientific and technical services industry employment decreased 18.1 percent over the last decade and decreased 1.8 percent from 2014.

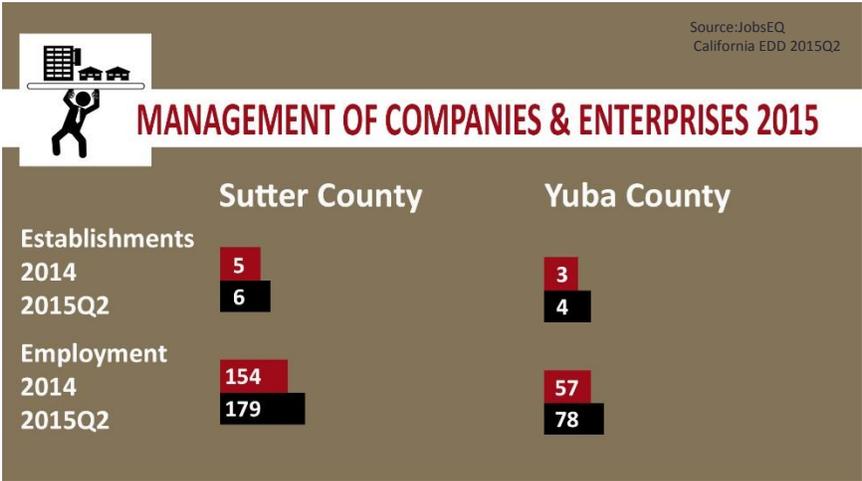
Management of Companies and Enterprises

The management of companies and enterprises sector comprises establishments that: hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions; or, establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making

role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise.

Establishments in this sector perform essential activities that are often undertaken, in-house, by establishments in many sectors of the economy. By consolidating the performance of these activities of the enterprise at one establishment, economies of scale are achieved.

Government establishments primarily engaged in administering, overseeing, and managing governmental programs are classified the public administration sector.



In 2015Q2 there were 10 management of companies and enterprises establishments in Yuba-Sutter; 6 in Sutter County employing 179 and 4 in Yuba County employing 78. The management of companies and enterprises industry employment decreased 3.23 percent over the last decade; employment increased 21.8 percent from 2014.

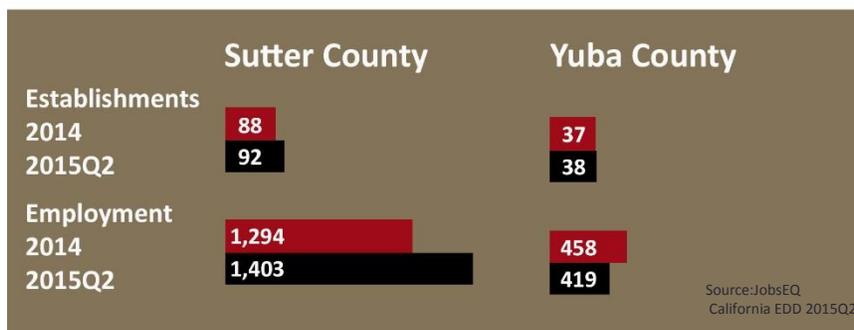
Administrative and Support and Waste Management and Remediation Services

The administrative and support and waste management and remediation services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.



The administrative and management activities performed by establishments in this sector are typically on a contract or fee basis. These activities may also be performed by establishments that are part of the company or enterprise. However, establishments involved in administering, overseeing, and managing other establishments of the company or enterprise, are classified in the sector of management of companies and enterprises.

ADMINISTRATIVE AND SUPPORT WASTE MANAGEMENT & REMEDIATION SERVICES 2015



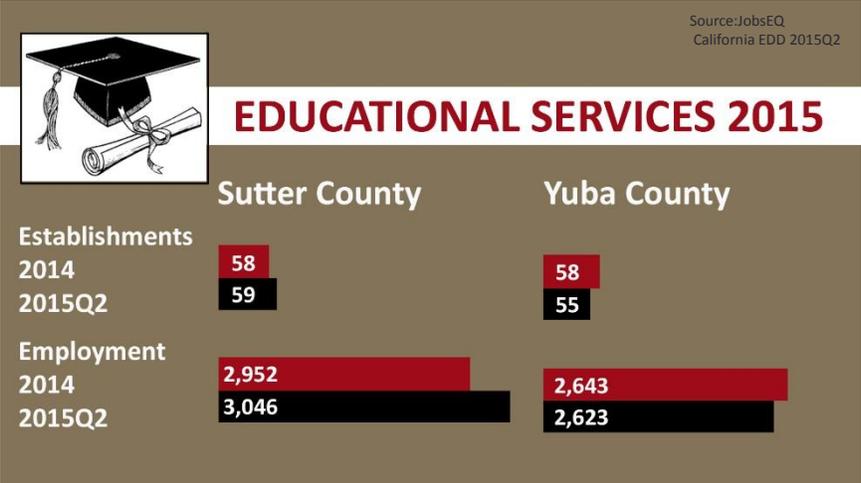
According to JobsEQ 2015Q2, there were 130 administrative and support and waste management and remediation services establishments in Yuba-Sutter; 92 in Sutter County employing 1,403 and 38 in Yuba County employing 419. The percentage change of administrative and support and waste management and remediation services industry employment since 2006 has decreased 3.02 percent; employment increased 3.99 percent from 2014.

Educational Services

The educational services sector comprises establishments that provide instruction and training in a wide variety of subjects. Specialized establishments, such as schools, colleges, universities, and training centers, provide this instruction and training. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and accommodation services to their students.

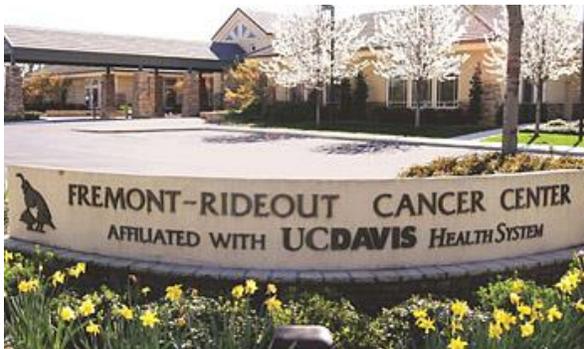


Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home through correspondence, television, or other means. It can be adapted to the particular needs of the students; for example, sign language can replace verbal language for teaching students with hearing impairments. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability.



In 2015Q2 there were 21 private educational services establishments in Yuba-Sutter; 16 in Sutter County employing 159 and 5 in Yuba County employing 17. There were 93 public educational services establishments in Yuba-Sutter; 43 in Sutter County employing 2,888 and 50 in Yuba County employing 2,605. The educational services industry employed 5672 and has increased 6.5 percent over the last decade; employment increased 1.37 percent from 2014.

Healthcare and Social Assistance

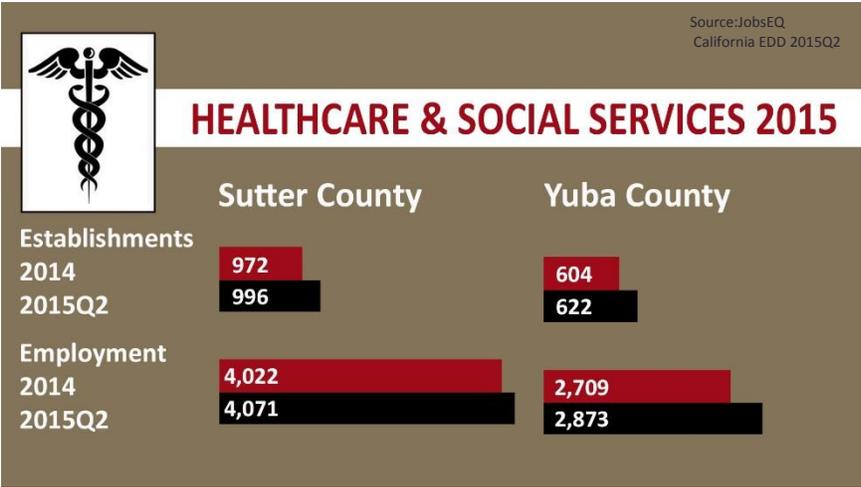


The healthcare and social assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing

medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Excluded from this sector are aerobic classes; amusement, gambling and recreation industries and nonmedical diet and weight reducing centers; and, personal and laundry services.

In 2015Q2 there were 1,618 healthcare and social assistance establishments in Yuba-Sutter; 996 in Sutter County employing 4,071 and 622 in Yuba County employing 2,873. The healthcare and social assistance industry employment increased 32.2 percent over the last decade; employment increased 3.1 percent from 2014.



Arts, Entertainment and Recreation

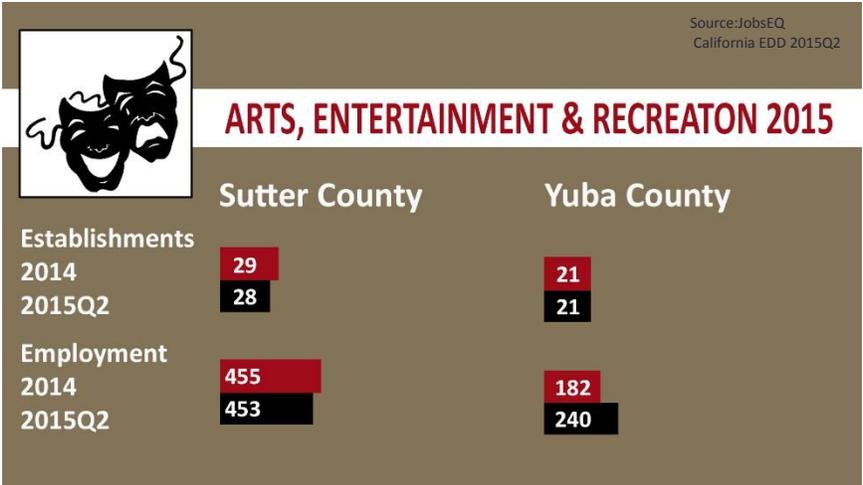


The arts, entertainment, and recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector is comprised of establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and

exhibit objects and sites of historical, cultural, or educational interest; establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.



Some establishments that provide cultural, entertainment, or recreational facilities and services are classified in other sectors. Excluded from this sector are: establishments that provide both accommodations and recreational facilities, such as hunting and fishing camps and resort and casino hotels; restaurants and night clubs that provide live entertainment in addition to the sale of food and beverages; motion picture theaters, libraries and archives, and publishers of newspapers, magazines, books, periodicals, and computer software; and, establishments using transportation equipment to provide recreational and entertainment services, such as those operating sightseeing buses, dinner cruises, or helicopter rides.



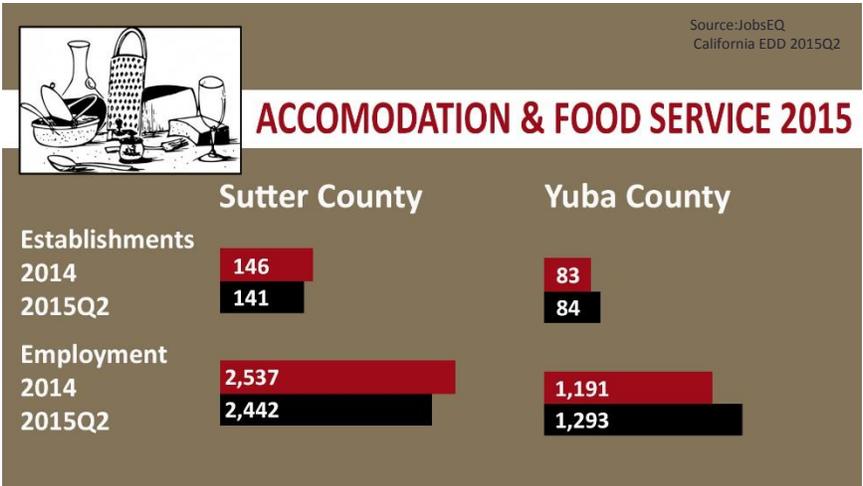
According to JobsEQ 2015Q2, there were 49 arts, entertainment, and recreation establishments in Yuba-Sutter; 28 in Sutter County employing 453 and 21 in Yuba County employing 240. The arts, entertainment, and

recreation industry employment increased 54.5 percent over the last decade and increased 8.8 percent from 2014.

Accommodation and Food Services

The accommodation and food services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services.



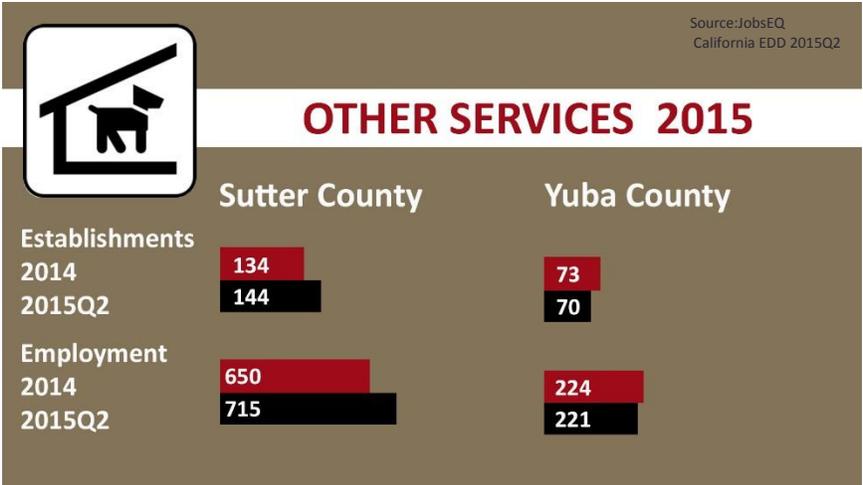
In 2015Q2 there were 225 accommodation and food services establishments in Yuba-Sutter; 141 in Sutter County employing 2,442 and 84 in Yuba County employing 1,293. The accommodation and food services industry employment increased 10.2 percent over the last decade and increased .2 percent from 2014.

Other Services (Except Public Administration)

The other services (except public administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Private households that engage in employing workers on or about the premises in activities primarily concerned with the operation of the household are included in this sector.

Excluded from this sector are establishments primarily engaged in retailing new equipment and also performing repairs and general maintenance on equipment. These establishments are classified the retail trade sector.



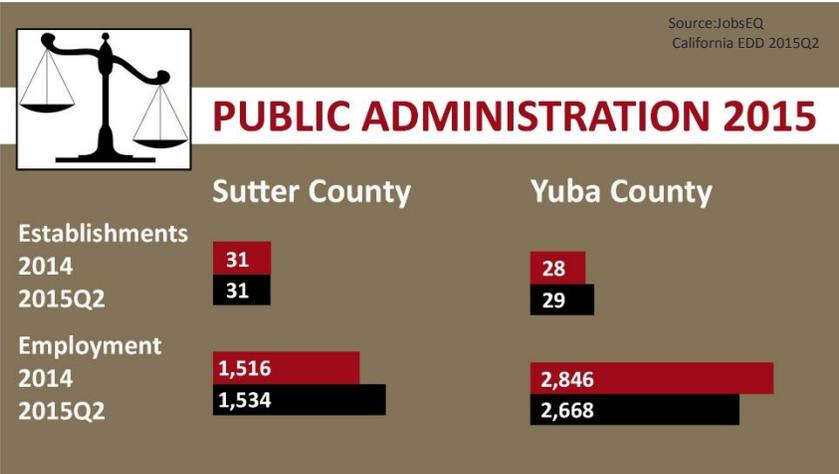
According to JobsEQ there were 214 other services establishments in Yuba-Sutter in 2015Q2; 144 in Sutter County employing 715 and 70 in Yuba County employing 221. The other services industry employment

decreased 37.33 percent over the last decade and increased 7.9 percent from 2014. This sizeable difference is likely attributed to reclassification by NAICS from this category to a new or better descriptive category.

Public Administration

The public administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the public administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant.

Government establishments also engage in a wide range of productive activities covering not only public goods and services but also individual goods and services similar to those produced in sectors typically identified with private-sector establishments. In general, ownership is not a criterion for classification in NAICS. Therefore, government establishments engaged in the production of private-sector-like goods and services should be classified in the same industry as private-sector establishments engaged in similar activities.



In 2015Q2 there were 60 public administration establishments in Yuba-Sutter; 31 in Sutter County employing 1,534 and 29 in Yuba County employing 2,668. The public administration industry decreased 17.4 percent over the last decade and decrease 3.64 percent since 2014.



SECTION 2: SWOT ANALYSIS

Process

Beginning in February 2015 the CEDS committee recognized a need to help regional stakeholders understand how the Yuba-Sutter region economy functions and how individual counties and cities working closely together can develop an economically viable community by recognizing its strength, weakness, opportunities, and threats. In order to develop a comprehensive set of goals for regional strategic direction, sustainability, growth and economic resilience, Yuba-Sutter Economic Development Corporation/District conducted an in-depth SWOT analysis March 4, 2015 attended by a broad representation of the community stakeholders from both counties and six cities:

Roger Abe, Yuba County Supervisor	Coleen Morehead, Sutter Buttes Regional Land Trust
Jim Arkens, Sutter County	Mitch Rosenburg, M.M. Rosenburg & Associates
Dana Burroughs, YSEDC/YSEDD	Harl Sanderson, Beale Air Force Base
Rachel Farrell, Harmony Health	Jackie Slade, YSEDC/YSEDD
Renee Garcia, US Bank	Satwant Takhar, City of Marysville
Jim Goodwin, City of Live Oak	Rikki Shaffer, Yuba-Sutter Chamber of Commerce
Bob Harlan, United Way	Brynda Stranix, YSEDC/YSEDD
Kary Hauck, Sapphire Marketing Group	Claudia Street, Yuba-Sutter Farm Bureau
Kevin Mallen, Yuba County	Stephen Wright, City of Wheatland

The committee assessed the area's strengths, weaknesses, opportunities, and threats forming focus areas of the economy, culture, education, and geography.

With more than 200 topics identified in the SWOT analysis, the District formulated a survey and broadcast to more than 1,000 local citizens; the survey was completed by 107. The results of the survey, (please see Appendix A. 2015 Economic Development Planning Survey), along with economic and labor data derived from a variety of federal and state sources were used to define the new CEDS vision statement and goals.

EDA priority goals that were deemed relevant and achievable by the committee were as follows:

- ◆ Regional economic diversity
- ◆ Economic resiliency and recovery
- ◆ Embrace capacity building and broad-based wealth creation
- ◆ Develop measurable beyond counting jobs
- ◆ Establish information networks

The SWOT Analysis was then broken into 12 topic areas that the broad based priority goals encompassed.

SWOT Analysis

Natural Resources

Strengths – Aside from a relatively mild climate, Yuba and Sutter counties have a plethora of natural resources to draw upon.

- ◆ Both Counties have an abundant supply of surface water; Sutter County surface water include the Sacramento, Feather, and Bear Rivers; Yuba County is bisected by the Yuba, Feather and Bear Rivers.



- ◆ Bullards Bar, a multi-purpose dam in Yuba County powers two hydroelectric plants; provides water for irrigation, functions as flood control, and is a valuable recreation area for boating, water skiing, fishing, and camping.

- ◆ Excellent tourist and recreation features which include Sutter Buttes, world smallest mountain range; wildlife refuges, trail and hiking areas, award winning wine and olive oil facilities and a wide variety of flora and fauna.

Weakness – Both counties underutilize most of its resources in a number of ways such as lack of promotion, community awareness, and an overall no growth attitude by some members of the counties.

Opportunity – With careful and well considered management, Sutter and Yuba counties are in a unique position to expand and promote its natural resources of agriculture, water, tourism, and others. This management and promotion of their natural resources would increase employment and business opportunities in the area.

Threats – Both counties can be adversely affected by flooding, drought and fire as weather conditions swing from one extreme to the other. Implementation and updates of county mitigation plans will aid in the rapid recovery or avoid completely, the adverse effects of natural disasters.

Infrastructure

Strengths – Both Yuba and Sutter are served by several major state highways. Sutter County is served by Highway 20 and 99 and Yuba County is served by Highway 65, 70, and 20. This system of highways allows for transportation of goods as well as the residents of the community enjoy a shorter than average travel to work time. Both counties are protected from flooding by a system of levees and have more than adequate water and sewage capacity.

Weakness – Both counties have major infrastructure needs especially in replacement of aging water and sewage lines, degraded wastewater treatment facilities.

- ◆ On Beale AFB the waste water treatment facility has degraded to the point of near failure and roads that service the base are in need of upgrading and improvements.
- ◆ Cities in both counties are in dire need of road improvements and safe walking environments.

- ◆ Improved highway access and thoroughfares through cities. Inadequate lanes, signage, safety and visual attraction need improvement.

Opportunity – Yuba and Sutter counties are closely tied together in terms of regional assets so the need to establish and nurture regional cooperative planning for projects is vital

- ◆ Promote available land for planned industrial growth and establish and nurture regional cooperative planning for projects.
- ◆ Leverage the assets of relicensing New Bullards Bar Reservoir to maximize profits from production of electrical power while also meeting environmental, recreational, irrigation, and flood control needs.
- ◆ Working with Caltrans to complete the Wheatland bypass which would alleviate strain of heavy traffic and congestion of surface streets.

Threats – Both Yuba and Sutter Counties infrastructure is at the point of failure and is creating a barrier for development and industrial growth.

Emerging/Declining Industry Sectors

Strengths – Beale AFB, agriculture, and Rideout Health are three of the region’s primary existing industries and the largest employers of the area. There is the potential for cluster development in all of these industries such as medical research, agri-tourism and base support in technical assistance.



Weakness – Both counties suffer from a lack of diversity in the regions industries. Reliance upon a few major industries such as medical, agriculture, and a military base leave the region at risk and vulnerable in the event of a major disaster such as flooding or base closure.

- ◆ Lack of promotion of emerging agri-tourism opportunities such as award winning wine and olive oil industries and the marketing of locally grown farm products such as walnuts, peaches, and prunes.
- ◆ Manufacturing and services are typically two of the largest contributing sectors to any region. In Yuba and Sutter counties these sectors are contributing below average proportions of jobs and earnings to the economy.

Opportunity – There are several opportunities for the region of Yuba-Sutter to exploit that would help with sustainability, economic growth and increased labor market.

- ◆ Tourism would be a great revenue generator for the region with a strong possibility to cluster growth surrounding the agricultural assets of the area. Air shows would also create a greater interest in the air force base and help to promote and maintain its position as a necessary facility for the military.
- ◆ The boundaries of Beale AFB lend itself to sustainability so that there is no encroachment to the base. The base also has the potential of providing a skilled workforce that would supply the region a labor force for technological industries. There are 30,000 Beale regional retirees living in Yuba Sutter.
- ◆ With the area’s strong agricultural presence there is an abundance of potential for agriculture commodities, export opportunities and value added ag-processing. This in turn would create additional employment for those who are already familiar and/or trained in agriculture while supporting the area’s greatest asset.



Threats – Base closure is the greatest threat to the area which would leave over 2,000 civilian employees without employment in this area that is already experiencing high unemployment rates.

Workforce/Skills

Strengths – There is a large workforce population available for new industries to draw upon and be retrained to support emerging businesses such as agri-tourism.

Weakness – Both counties experience terminal education migration and has a large unskilled labor force. The community is too dependent upon two major industries in the area, agriculture and the military.

Opportunity – The region can create a trained, skilled available workforce by aligning skillsets to the needs of regional industry sectors through vocational studies expansion and support the work of educational institutions and employment training programs. The creation of a strong educated workforce will make the area more attractive to new industries and strengthen existing industries thereby reducing the threat of base closure and reduced agriculture production.

Threat – Continued migration of educated trained workforce due to lack of jobs in the area that match their skillset.

Housing

Strengths – Yuba and Sutter Counties both have areas available for residential growth as well as affordable housing stock on hand that would in turn accommodate a growing workforce as new businesses develop in the area. The area is also within a 45 minute commute to Sacramento which is a lower than average commute time.

Weakness – Although there is plenty of housing available for those of moderate or higher incomes, there is a substantial lack of housing available for low income families and families who are here seasonally.

Opportunity – Through careful management of housing and business development the area could produce long-term economic growth and improve the local infrastructure along with the development.

Threat – Continued opposition to growth and protracted legal battles to development threatens the potential of economic growth. Industries will not be interested in developing in the area if they cannot provide their employees with living accommodations.

Health, Public, Education, Safety

Strengths – The two regional areas partner with each other on a several levels: it has a shared medical facility which is expanding, collaborative law enforcement and strong inter-governmental cooperation.

- ◆ The area has three colleges, Yuba Community College, Cambridge Career College, and Chapman University that serve both counties. The area is in close proximity to Chico State University, UC Davis, Sacramento State, and William Jessup University.



- ◆ Medical community partners with UC Davis hospital and has a first rate cancer center and extended care services. Rideout Regional Medical Center is expanding its facility to provide first-rate emergency service including a helipad, additional beds and services.

- ◆ Partners with federal and state agencies to promote and educate land conservation by providing an ongoing outdoor education program at Shady Creek.

Weakness – Both counties are experiencing a severe problem with the homeless, homeless encampments and the attendant problems with this issue, generational poverty, and high unemployment.

- ◆ There is a distinct lack of behavior and mental health services, high levels of health issues, and medical care leakage in the region.
- ◆ Safety in terms of strong police presence is an issue due to the financial woes of the cities within the region and of the counties themselves. There is also the leakage of law enforcement to other areas for better pay.
- ◆ There is a mixed understanding within the region of what cooperative services should entail. For example shared responsibility of air control, animal control, and water quality.
- ◆ Although Yuba-Sutter is above state levels in Associate's Degrees, the K-12 districts are performing under national levels and there is no four year university or satellite campus in the immediate area.
- ◆ Regional values are not in alignment with the state as well as a lack of alignment between business, community leaders and public.

Opportunity – There is an excellent opportunity for the region to collaborate and form partnerships for services that are duplicated in each county which will alleviate some of the financial burden to each county as it would become a shared cost.

- ◆ Improvement in the quality of schools and financial assistance to the schools within the K-12 districts would improve educational performance. Attracting a satellite UC/State college or having the existing college extend to four years would help to create an attractive educated workforce in the region and promote new business growth.
- ◆ Enhance regional healthcare through partnerships and collaboration of Rideout, Sutter North medical facilities, and other regional providers.
- ◆ Reduce terminal education, law enforcement and medical migration and attract young educated and skilled adults back to their familial community by providing similar pay and living condition opportunities as those elsewhere.

Threat – Apathy and lack of collaboration among community leaders will continue to affect the area’s image and public trust to the point where growth and opportunity will no longer be a viable option.

Culture and Recreation

Strengths – Both counties enjoy a profusion of natural resources for outdoor recreation such as fishing, boating, hiking, biking and camping as well as being in close proximity to amenities offered in San Francisco, at the coast or in the mountains.

- ◆ Yuba and Sutter offer several cultural events and festivals throughout the year that proclaim the regional diversity of the area. Some of these events/festivals are cultural, (The Sikh Festival and Parade, the Bok Kai Festival and Parade); some celebrate, educate, and promote agriculture (the Peach Festival, Bishop’s Pumpkin Farm); some educate and advocate our natural resources (The Swan Festival).



- ◆ Yuba and Sutter strongly support the arts and is home to Yuba-Sutter Regional Arts Council, Sutter Theater, and the Acting Company. Sacramento and San Francisco are an easy commute from the region.
- ◆ There is an Entertainment Zone in Yuba County that has an amphitheater and area for expansion, including a recent groundbreaking for a casino.

Weakness – There is a lack of transportation to these venues for those who are disabled or financially challenged that prevents a large sector of the population from experiencing the rewarding and educational opportunities provided.

Opportunity – There are a number of opportunities for the region to expand and promote recreational and cultural tourism which in turn will create jobs.

- ◆ Expand and promote sports tourism by improving local soccer, baseball, and football fields within the area, especially in the river bottoms.
- ◆ Build out the Entertainment Zone in Yuba County to include a hotel, casino, restaurants, and other attractions.
- ◆ Improve bike and running trails along the river levees then connect with biking and marathon organizations to promote as a premier area for events.
- ◆ Provide access to funding resources for the agencies that support the arts and entertainment in the area.

Threat – Lack of funding is a major issue for these resources and they can easily disappear if the community does not assist in promotion and sponsorship

Transportation



Strengths – Modes of transportation in Yuba and Sutter counties is fairly strong in terms of business. There are four lane highways in and out of the area. Rail and air access is available. Yuba-Sutter Transit runs six local bus routes in Marysville, Yuba City and surrounding communities. There is also weekday commuter and midday service to Sacramento along Routes 70 and 99, three rural routes to Live Oak, the Yuba County foothills, and Wheatland. Dial-a-Ride service is available to seniors and those with disabilities as both a paratransit and door-to-door service, with general public availability offered after 6:30 pm.

Weakness – Highways into the towns and cities often create choke areas which often cause travel within the city limit areas long, congested, and frustrating. Public transportation is limited in terms of routes and frequency requiring riders to spend an hour on the bus to a destination that would normally take 15 minutes by car.

Opportunity – The region needs to develop and improve alternative routes to bypass inner city areas and encourage multimodal and intermodal distribution infrastructure to complement existing rail and truck transportation methods.

Threats – Continued congestion and limited routes in and out of the cities within the region prevent a positive image for growth and development of business opportunities.

Community Culture

Strengths – Yuba-Sutter citizens and businesses have a strong commitment to the community and demonstrate this dedication through volunteerism, involvement in civic organizations such as Kiwanis, Rotary, Lions Club, and a broad composition of support organizations (non-profits). The area has rich historical value as the gateway to the gold fields and the 1849 gold rush. There is a strong linkage between agriculture and natural resources and the farming community has been a good steward of the natural resources of the area.

Weakness – Lack of collaboration between non-profit organizations, service clubs and government entities which causes funding to be spread thinly so projects developed are small and make little impact to the community.

Opportunity – Encourage collaboration and partnerships so projects can be developed on a larger scale and create a greater impact to the community. Acknowledgement of the services these organizations, clubs, volunteers, and businesses make to improve overall public image.

Threats – Continued isolationist attitude amongst organizations will cause funding opportunities to disappear and the community overall will suffer from the lack of services they provide.

Financial Limitations / Access

Strengths – Yuba Sutter citizens, businesses, and government are acutely aware that financial sustainability is a priority in the region and are taking positive steps towards improving the situation by encouraging a positive local investor environment.

Weakness – The regions inability to allocate capital toward promotion of regional resources and infrastructure has created a poor image of the area. Local investor mentality is at an all-time low. The image of the area and previous poor funding judgements are causing reticence in investment.

Opportunity – Formulate and deliver supportive tools for both small and large scale enterprises that include business retention and support, technical assistances and access to capital through business assistance loans.

Threats – Loss of opportunities for regional investment if the area doesn't capitalize quickly.



SECTION 3: STRATEGIC DIRECTION

Vision

The Yuba-Sutter Comprehensive Economic Development Strategy will inspire the community to participate in creating a dynamic region that measures economic improvement over and above job number calculation and focus on economic resiliency and recovery while building regional economic diversity resulting in an intent, resilient, relevant and responsive alliance to be a foremost place to live, work, learn, visit and conduct business.

Regional Goals, Objectives, Action Plan and Progress Evaluation

A complete list of public works projects by jurisdiction is included as Appendix B. Yuba-Sutter Public Works Projects.

Goal 1. Natural Resources/Geography – Protect and promote the region’s natural resources, especially its abundance of water, access and availability to wide-open spaces and recreational opportunities while recognizing the threat of occurring and potential drought, flood and wildfire.

Objective 1.1 Prepare the Yuba-Sutter region for the impacts of climate change by undertaking actions to enhance climate-change preparedness and resilience.

Goal 2. Infrastructure – Promote available land for planned industrial growth and establish and nurture regional cooperative planning for projects. Leverage the assets of relicensing New Bullards Bar Reservoir to maximize profits from production of electrical power while also meeting environmental, recreational, irrigation and other non-power requirements and needs.

Objective 2.1 Pursue funding of public works projects identified in the Yuba-Sutter CEDS.

Objective 2.1 Progress: Sutter Co. S7.Basin Drainage Study. Study of multiple existing drainage systems and incorporate the effects of drainage in unregulated areas of the Yuba City Basin contract is in progress

Action 2.1.1 – Sutter County: Promote available acreage for industrial development.

Action 2.1.2 – Sutter County: Provide adequate infrastructure in the unincorporated Sutter County growth areas to facilitate economic development.

Objective 2.2 Improve the economic viability of the urban area through the enhancement of Yuba and Sutter counties' flood control systems.

Objective 2.3 Support the work of local governments in their efforts to provide sound physical infrastructure (transportation, water supply, wastewater management, flood prevention, energy and waste management).

Objective 2.3 Progress: Caltrans and Sutter County officials marked the completion of a much-needed interchange at the busy junction of State Route 99 and Riego Road. The bulk of the \$31 million project came from Proposition 1B transportation bond measure funding.

Objective 2.3 Progress performance measurement evaluated by: The new interchange represents a major safety improvement for 36,000 motorists daily. The daily traffic volume at that location is projected to increase to more than 75,000 by 2031.

Objective 2.3.1 – Live Oak Project # LO13 2015 Progress Performance Measures: The new Soccer Park/Drainage Basin Improvements Phase 1 twenty-six acres will provide a temporary storm drainage basin to capture water during severe winter rain storms. The basin is critical for reducing storm drain flows

downstream of the existing city drainage and is a key feature in the city's Master Drainage Study. The soccer fields provide an important recreational asset and satisfy the high demand in Live Oak. Youth Soccer leagues have nearly 500 children signed up for the coming fall season and about 120 players in the adult league.

Action 2.3.1 – Live Oak: Complete infrastructure improvements necessary to support business investment.

Action 2.3.1 – Live Oak Project # LO13 2015 Progress: Live Oak completed Project LO13 – Soccer Park/Drainage Basin Improvements Phase 1. Sources of funding were \$1.8 million Prop 84 grant, \$700,000 from the City of Live Oak and \$2 million in-kind from the Sutter Butte Flood Control Agency. The Sutter Butte Flood Control Agency excavated the park in order to use the clay soil for levy improvements.

Action 2.3.2 – Marysville: Improve infrastructure to support business investment and enhance the capacity of the city to develop in an economically-advantageous and sustainable manner.

Action 2.3.3 – Wheatland: Assure high-quality municipal services to businesses.

Goal 3. Existing, Emerging, and Declining Industry Sectors – Support and enhance agriculture and agriculture-based tourism as one of the region's emerging industry sectors. Promote and protect Beale Air Force Base in Yuba County as the region's primary existing industry by supporting expansion of Beale's existing missions, recruitment of new missions, and pledge regional commitment to protect Beale from reduction or closure.

Objective 3.1 Preserve and enhance Beale Air Force Base.

Objective 3.2 Support efforts to attract, maintain, promote and expand regional industries.

Objective 3.2 – Yuba County Project # Y4 2015 Progress

Performance Measures: The new Highway 70/Feather River Boulevard provides safe and easy access to the freeway and Feather River Boulevard eliminating signal lights and the potential for severe accidents. This interchange serves 4,000 residents of the south portion of the Plumas Lake Specific Plan area and the 50,000 motorists travelling between Sacramento and Marysville

Action 3.2.1 – Sutter County: Create reasonable and fiscally prudent local incentives to attract and support growth of new and existing businesses

Action 3.2.2 – Yuba County: Promote new commercial and industrial development to balance residential development and provide process and manufacturing opportunities for local agricultural commodities, generate revenues, and create local jobs and services for residents by directing public investments in ways that encourage infill, reuse, and intensification of key activity centers and corridors.

Action 3.2.2 – Yuba County Project # Y4 2015 Progress: Highway 70/Feather River Boulevard full interchange is completed to provide public interchange access to the Plumas Lake Specific plan and eliminated the last signalized intersection between Sacramento and Marysville. This state funded project cost \$18 million.

Action 3.2.3 – Yuba County: Develop the Highway 65 corridor and Sports and Entertainment Zone area.

Action 3.2.4 – Yuba County: Continue development of infrastructure to support the success of Yuba County

Airport and its airport industrial parks as a strategy to increase the usability of existing zoned land for industrial/business park development.

Action 3.2.5 – Live Oak: Build a foundation to the local economy based on companies that export goods and/or services outside the community and bring new dollars into the local economy.

Action 3.2.6 – Marysville: Implement the Plan for Sustainable Economic Development, known as “Bounce Back” initiative.

Action 3.2.7 – Wheatland: Create and maintain a broad range of career fields that are accessible to all residents by attracting high-tech, research, medical, and light-industrial industries that would benefit from the agricultural community of Wheatland or the proximity of Beale Air Force Base.

Action 3.2.8 – Wheatland: the usability of existing zoned land for industrial and commercial development, including retail.

Action 3.2.9 – Wheatland: Create a development strategy for the Highway 65 corridor within the Wheatland Sphere of Influence, including locating a regionally-attractive commercial facility along the State Route 65 Expressway.

Objective 3.3 Establish tourism destination attractions in Yuba and Sutter counties as a means of fostering diversity in the local economy.

Action 3.3.1 – Sutter County: Promote visitor services and agritourism.

Action 3.3.2 – Marysville: Promote Marysville as a tourism-destination point.

Objective 3.4 Collaborate with regional organizations to increase the marketing of Yuba-Sutter to support an approach to agritourism and expand agricultural industries.

Action 3.4.1 – Sutter County: Promote, sustain, and diversify agricultural industries countywide.

Action 3.4.2 – Sutter County: Expand local agriculture.

Action 3.4.3 – Wheatland: Encourage agricultural food and fiber processors to locate in the City of Wheatland as a means of creating local jobs and ensuring the viability of agriculture in Yuba County.

Action 3.4.4 – Wheatland: Support the development of County policies and programs that would enhance the long-term viability of agriculture outside of Wheatland’s urbanizing areas.

Goal 4. Workforce, Skills, and Business Sustainability – Reduce terminal education migration and attract young educated and skilled adults back to their familial community and fortify the workforce with intelligent, well-educated individuals who have similar pay and living condition opportunities as those elsewhere.

Objective 4.1 Support the work of the educational institutions and employment training programs along with their programs and services that work to educate and train the region’s workforce.

Objective 4.2 Provide technical support and financial resources business hubs, accelerators, and incubators.

Goal 4.A. Education and Workforce Development – Capitalize on the region’s cooperative economic development environment; improve the education and skills of the workforce.

Objective 4.A.1 Attract a satellite university or state 4-year college campus.

Action 4.A.1.1 – Wheatland: Seek to attract a full-service university to partner with an exceptional community-serving hospital, technology innovators, and light manufacturers within the community.

Objective 4.A.2 Continue efforts through Northern California Career Pathways Trust and North Central Counties Consortium and local Workforce Investment Board to better connect career programs with the industries in our area, improve student academic and technical skills, target STEM (science, technology, engineering and math) and career ready-related skill gaps.

Goal 5. Health, Safety, and Public – Provide support for regional public safety, law enforcement, and health officials to collaborate and share resources to expand emergency services communication network for police, fire, and medical services.

Objective 5.1 Enhance regional healthcare through partnerships and collaboration of Rideout Health, Sutter North Medical and other regional providers.

Objective 5.2 Expand behavioral and mental health services among existing health facilities and providers throughout the region.

Objective 5.3 Create an awareness to the importance of retaining local public safety talent as an economic indicator of the quality of life, prosperity, sustainability and resiliency of the Yuba-Sutter region.

Action 5.3.1 – Wheatland: Continue to be a full-service local government, while maintaining the flexibility to work with other jurisdictions to take advantage of economies of scale when such action is prudent.

Goal 6. Culture and Recreation – Expand and enhance the region’s existing recreational tourism activities, areas and facilities.

Objective 6.1 Support the community in enhancing the pleasant quality of life (public services and amenities, environmental quality, open and welcoming social and political institutions).

Objective–6.1 Live Oak Project #LO9-2014 Progress performance measurement: Live Oak’s Public Safety Center building is ADA compliant and has a secure waiting area for the general public.

Objective–6.1 Live Oak Project #LO13-2015 Progress Performance Measures: The new Soccer Park/Drainage Basin Improvements Phase 1 26 acre will provide a temporary storm drainage basin to capture water during severe winter rain storms. The basin is critical for reducing storm drain flows downstream of the existing city drainage and is a key feature in the city’s Master Drainage Study. The soccer fields provide an important recreational asset and satisfy the high demand in Live Oak. Youth Soccer leagues have nearly 500 children signed up for the coming fall season and about 120 players in the adult league.

Objective 6.1– Wheatland Project #W5 2015 Progress Performance Measures: Sunset Valley Duplexes Project completed December, 2015-88 apartments are now fully occupied. Project area streets were reconstructed and also included sidewalks and gutters. Total Project cost was \$16 million of which \$612,000.00 was for street reconstruction. Funding sources for housing project was from state grant, street reconstruction came from Federal Home Loan Bank grant, Mercy Housing funds and Federal Low Income Tax Credits.

Objective 6.1– Regional Goal #R10-2015: Progress Performance

Measures: The 78,853 square foot, multi-level Sutter County Courthouse was completed in January 2016. It has the capacity for 7 courtrooms and combined the courthouse services that were previously located in 4 different buildings. It is also now located next to the county jail and Sheriff’s department. This new courthouse will significantly improve public service and security, court operational efficiency and access to justice for county residents.

Action 6.1.1 – Live Oak: Improve the quality of life and maintain Live Oak’s small-town atmosphere.

Action 6.1.1 – Live Oak Project # LO9 2014 Progress: Live Oak’s Public Safety Center, which houses the Sutter County Fire Department and Sutter County Sheriff’s Office was remodeled. The \$855,304 project was paid for through Community Development Block Grant Program funds. This project was included as number LO9 in 2014 CEDS.

Action 6.1.1 – Live Oak Project # LO13 2015 Progress: Live Oak completed Project LO13 – Soccer Park/Drainage Basin Improvements Phase 1. Sources of funding were 1.8 million Prop 84 grant, \$700,000 from the City of Live Oak and 2 million were in kind from the Sutter Butte Flood Control Agency. The Sutter Butte flood Control Agency excavated the park in order to use the clay soil for levy improvements.

Action 6.1.2 – Marysville: Enhance the quality of life for city residents.

Action 6.1.3 – Wheatland: Continue to grow wisely while implementing the principles of the Wheatland Community Vision, including protecting environmental resources, conserving the city’s rich heritage, retaining open space, providing local energy and economic

opportunities, promoting public health and safety, and maintaining quality of life.

Action 6.1.3 – Wheatland Project # W5 2015 Progress:

Sunset Valley Duplexes Project completed December, 2015. Duplexes were specifically made affordable for lower income families. New water and sewer infrastructure, new landscaping, new energy efficient building systems installed and complete flood risk/insurance mitigation. Streets in the project area were reconstructed as well. Project cost was \$16,000,000 and was funded by City of Wheatland, Yuba County.

Action 6.1.4 – Wheatland: Integrate public facilities and commercial spaces around public gathering places, such as squares and promenades.

Action 6.1.5 – Regional Goal #R10 2016 Progress: New Sutter County Courthouse was completed January 2016. This project was funded by Senate Bill 1407 for \$65,834,000.

Goal 7. Transportation – Develop and improve alternative, multimodal and intermodal distribution infrastructure.

Objective 7.1 Encourage investment in state highways throughout the two-county region toward four lane highways in and out of the region.

Objective–7.1 Regional Goal R15-A: Progress performance measurement: Caltrans/Sacramento Area Council of Governments Metropolitan Transportation Plan. SR 70/Feather River Blvd. interchange completed and replaced the four-way highway stop light system. This replacement improved traffic flow to and from Marysville and the Plumas Lake development area and greatly reduced the risk of accidents.

Objective–7.1 Regional Goal R16-A: Progress performance measurement: Completion of rehab of pavement on SR 20 from Marysville Road to east of Smartsville Road. This segment of SR 20 was operating at Caltrans LOS (Level of Service) E standard where traffic and safety determined this poor rating. The road needed to meet at minimum LOS D. Rehabilitation of the pavement brings in this section to LOS D. Scheduled shoulder, curve, and turn improvements will bring this section of SR 20 to at least LOS C and greatly enhance traffic flow, safety, and beautification.

Action 7.1.1– Regional: Develop and improve alternative and multimodal distribution infrastructure to complement existing rail and truck transportation methods, and to develop sustainable delivery modes for manufacturing, freight, transport, logistics and warehouse industries in Yuba County.

Action 7.1.2– Regional Goal R15-A: SR 70, Feather River Blvd. Construction of new interchange, completed in 2015. Replaced four-way light system. \$22,333,000.

Action 7.1.3– Regional Goal R-16-A: SR 20, Marysville Road to east of Smartsville Road: Rehab Pavement, completed 2015. \$8,318,000.

Objective 7.2 Develop sustainable delivery modes for manufacturing, freight, transport, logistics and warehouse industries in the region.

Action 7.2.1 Develop and improve alternative and multimodal distribution infrastructure to complement existing rail and truck transportation methods, and to develop sustainable delivery modes for manufacturing, freight, transport, logistics and warehouse industries in Yuba County.

Goal 8. Community Culture – Acknowledge and cultivate the dedication of local business to community. Elevate community image.

Goal 9. Access to Capital – Encourage a positive local investor environment and increase access to business capital.

Objective 9.1 Formulate and deliver supportive tools for both small- and large-scale enterprises that include but is not limited to business retention and support; technical assistance; access to capital through business assistance loans, microenterprise technical assistance, and loans, United States Department of Agriculture (USDA) and Economic Development Administration (EDA) and YSEDC internal programs.

Objective 9.1 Progress performance measurement: YSEDC was awarded a Rural Business Enterprise Grant from USDA, Rural Development for the purpose of providing technical assistance to the newly formed California Finance Consortium, a nonprofit organization with the stated mission of advancing local enterprises in underserved areas, expanding economic output by linking enterprises to capital, expertise education and other entrepreneurial services and carrying on other charitable activities associated with these goals. Corporate membership consists of a collaborative of five regional economic development districts/organizations with a footprint in 22 northern California counties.

Objective 9.1 Progress performance measurement: Rabobank contributed matching funds of \$25,000 and “a loaned executive” to provide guidance from a private sector commercial lender perspective. This project is in progress with an expanded evaluation to follow.

Action 9.1.1 – Live Oak: Maximize opportunities for new business investment that provide jobs and support the local tax base.

SECTION 4: DISASTER AND ECONOMIC RECOVERY AND RESILIENCY

Disaster Recovery and Resilience

Yuba and Sutter counties have been highly involved in the creation of individual Pre-Disaster Mitigation Plans for the counties and cities within the region. 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 County Water Agency. (Details of the plan are available at: (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 Plant 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.

Economic Resilience and Recovery

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, sewer, and waste water 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 that 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 subjective to disaster. It would be in the areas 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 recover planning to define 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, 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 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 FEMA Community Rating System. Improvements on levees and infrastructure gives the community a better rating and lowered insurance rates for residents but also proves economic resilience for potential investors, new businesses and industries.



2015 Economic Development Planning Survey

Most important (1) to least important; top number is count of respondents; rank is the weighted average calculated by dividing the sum of all weighted rankings by number of total responses.

1. Please rank in order of importance, in generating support for economic development, the following economic priorities (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1	Economic resiliency and recovery	33 34%	26 27%	18 19%	13 13%	7 7%
2	Develop measurables beyond counting jobs to gauge economic improvement	22 23%	23 24%	23 24%	15 15%	14 14%
3	Regional economic diversity	23 24%	15 15%	18 19%	18 19%	23 24%
4	Embrace capacity building and broad-based wealth creation	12 12%	23 24%	21 22%	25 26%	16 16%
5	Establish information networks	7 7%	10 10%	17 18%	26 27%	37 38%

2. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Natural Resources and Geography (1 being most important and 8 being of least importance)

Rank		1	2	3	4	5	6	7	8
1	Abundance of water	30 36%	23 28%	13 16%	2 2%	2 2%	2 2%	8 10%	3 4%
2	Proximity to the Sacramento metro area and Sacramento International Airport	23 28%	16 19%	10 12%	16 19%	13 16%	3 4%	1 1%	1 1%
3	Bullard's Bar potential for electricity and water sales	16 19%	17 20%	13 16%	15 18%	6 7%	9 11%	7 8%	0 0%
4	Aggregate and timber	0 0%	12 14%	23 28%	18 22%	12 14%	9 11%	9 11%	0 0%
5/6	River fronts	6 7%	9 11%	9 11%	17 20%	19 23%	11 13%	11 13%	1 1%
5/6	Sutter Buttes	5 6%	3 4%	4 5%	5 6%	15 18%	21 25%	25 30%	5 6%
7	Wildlife	0 0%	3 4%	9 11%	8 10%	13 16%	27 33%	21 25%	2 2%
8	Other	3 4%	0 0%	2 2%	2 2%	3 4%	1 1%	1 1%	71 86%

17 Comments:

1. Track record for CEQA.
2. After the FERC re-licensing is complete in 2016, the YCWA undertaking the task of becoming its own utility district and selling power to the people of Yuba County.
3. Consideration for the drought, I believe that Yuba County Foothills need to directly benefit from Bullards Bar and its ability to provide water especially to Oregon House/Dobbins

4. In living in this area for many years and working for the County for a dozen or more years, I know that we provide different regions of California with water (a natural resource) at a price that generates income and often times I wonder how we see returns as consumers. It seems as though money is made and prices for natural resources are raised which contributes to economic hardships for local consumers as well as potential water shortages to come in the future.
5. I believe our water fronts are under-utilized but have the capacity to become true highlights for our region. I have concerns about water sales being an economic driver; hence the #5 placement. We are in a drought; hence the #7 placement.
6. Yuba College. Lower housing costs. Available work force
7. Large unskilled, underutilized workforce.
8. Need for more regional coordination on use of these resources.
9. From a SWOT perspective, the legal/environment aspect of some of the above attributes must be considered. Risk v. Reward, as well as the potential to have well meaning environmental and public works effort be considered in light of non-natural resource/geography issues is high and potentially politically damaging.
10. People are our most important local resource. Their skills and attitudes can make or break us economically. Our primary focus should be how we can improve our local workforce so that they are better employees. It is difficult to get people to commute to our community, so we need a more effective workforce if we want to improve our business climate.
11. The fertile farmland that is abundant in this area.
12. Communities that respect the constitutional rights and freedoms.
13. Reasonably priced hydro-electricity and availability of water are two foundational items necessary before any other resources can come into play.
14. Infrastructure such as good roads and railroads to get raw materials in and finished goods out is very important.
15. Historic sites for tourism
16. Quality of life. Housing costs, proximity to SF, Tahoe, Gold Country, Wine Country, etc.
17. We lack a real, private sector plan for creating access to resources for small business, unless it is tied to some type of government program.

3. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Natural Resources and Geography (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1	Access and availability to wide-open spaces and recreational water sources	35 42%	30 36%	12 14%	5 6%	1 1%
2	Opportunities for growth for our small and yet-to-be-built communities	25 30%	16 19%	15 18%	26 31%	1 1%
3	Additional signage to points of interest and regional tourism venues	13 16%	22 27%	26 31%	21 25%	1 1%
4	Greater public access to state park in the Sutter Buttes	9 11%	13 16%	30 36%	26 31%	5 6%
5	Other	1 1%	2 2%	0 0%	5 6%	75 90%

7 Comments:

1. How about a sign(s) to Oregon House? There are NONE in the county at present
2. Especially in the North Yuba Foothills, signage is crucial for visitors to navigate and locate our agritourism sites.
3. I have concerns about urban growth that assumes the transition of farm land to urban centers.
4. Capable leadership
5. Need to encourage development of "value added" ag products and services. Bio-mass generators from rice straw...
6. The #1 ranking to the access and availability attribute above considers that what you have access and availability to is of sufficient quality to be desirable. For instance, access and availability to fishing waters without fish would not be important.

7. Making it more affordable to do business in these counties.

4. Please rank in order of importance, in generating support for economic development, the following threats to Yuba-Sutter's Natural Resources and Geography (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1	Drought, flood, wildfires	40 48%	18 22%	12 14%	12 14%	1 1%
2	Loss of water rights	22 27%	34 41%	20 24%	7 8%	0 0%
3	Loss of agricultural land	12 14%	17 20%	29 35%	23 28%	2 2%
4	Negative determination regarding the relicensing of Bullard's Bar by the state	8 10%	13 16%	21 25%	40 48%	1 1%
5	Other	1 1%	1 1%	1 1%	1 1%	79 95%

5 Comments:

1. What does "Negative determination" mean?
2. The relicensing of Bullards Bar and for Yuba County to maintain and benefit from the power generation is crucial to the economic stability of the entire county
3. (relicensing by the state?). Poor leadership
4. Uncertainty surrounding quality of our natural resources and geography based on the extremes in our history (recent and past) needs to be addressed to establish as much stability as can be reasonably established if we are to mitigate related threats.
5. Over regulation of everything and the high fees for improvements and development.

5. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Infrastructure (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Available land for planned industrial growth	20 26%	17 22%	20 26%	14 18%	6 8%	1 1%
2	Existing infrastructure of highways and byways for transporting goods	19 24%	16 21%	23 29%	11 14%	6 8%	3 4%
3	Levee infrastructure	22 28%	14 18%	10 13%	14 18%	16 21%	2 3%
4	Water and wastewater capacity	11 14%	19 24%	17 22%	16 21%	15 19%	0 0%
5	Cities with well-defined spheres of influence	5 6%	10 13%	8 10%	22 28%	32 41%	1 1%
6	Other	1 1%	2 3%	0 0%	1 1%	3 4%	71 91%

3 Comments:

1. Reliable delivery and capacity for conveyance of water in the North Yuba Foothills
2. Low occupancy costs.
3. Beale AFB

6. Please rank in order of importance, in generating support for economic development, the following weaknesses of Yuba-Sutter's Infrastructure (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Lack of regional cooperative planning for projects	29 37%	22 28%	11 14%	12 15%	4 5%	0 0%

2	Lack of served properties for industrial development	17 22%	19 24%	22 28%	13 17%	7 9%	0 0%
3	Beale's degraded and degrading infrastructure	12 15%	17 22%	18 23%	15 19%	15 19%	1 1%
4	Quality of levees	12 15%	10 13%	10 13%	21 27%	21 27%	4 5%
5	Safe walking environment (lights, sidewalks, etc.)	6 8%	9 12%	16 21%	17 22%	27 35%	3 4%
6	Other	2 3%	1 1%	1 1%	0 0%	4 5%	70 90%

8 Comments:

1. Abundance of crime in small population, lack of reasonably educated workforce, failure to accurately assess regional strengths and weakness have always hampered this areas development.
2. The population at Beale has continued to decrease. The DOD doesn't base the importance of its military on the economic impact on the community. It has always been unfortunate that the side/back gates allowed better opportunities to unique communities like Nevada City, Grass Valley and the Sac region. These areas still have more to offer.
3. Fix Beale up for sure.
4. Infrastructure of highways and bypasses for transportation of goods to bypass Marysville.
5. Educated population
6. 1) Poorly trained workforce and limitations on attracting a talented workforce to our community. 2) Inadequate technology infrastructure
7. HWY 20 being only 2 lanes, potential for isolation need additional bridge Olivehurst to So. Yuba City. Cost of regulations & to make improvements.
8. Crime and meth labs

7. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Infrastructure (1 being most important and 4 being of least importance)

Rank		1	2	3	4
1	Leverage the assets of relicensing Bullard's Bar dam and power	39 51%	21 27%	13 17%	4 5%
2	Make infill projects a priority	20 26%	29 38%	23 30%	5 6%
3	Wheatland bypass	12 16%	22 29%	34 44%	9 12%
4	Other	6 8%	5 6%	7 9%	59 77%

11 Comments:

1. Build the Marysville bypass
2. Extend rail service to gold fields for gravel shipment
3. Emphasize the existing passion already here for commercial/retail development. The people here are screaming for commercial/retail development, and the representatives of the people know this fact well. The reps won't let a project fail if there is anything that can be done.
4. It is my understanding that Yuba County Water Agency funds do not go into the Country General Fund...how would the assets overall benefit the community?
5. Water infrastructure and water conveyance project in the North Yuba Foothills
6. Connection of south Sutter County to SRCSD waste water treatment plant. Provision of water service to Sutter Pointe by Golden State Water Co. Completion of Natomas Levee Improvement project. Construction of new waste water treatment plant in Wheatland or connection to Beale's plant.
7. Better collaboration with local educational institutions to promote a more effective local workforce. None of the others are significant opportunities, but because an answer is required, each one is ranked.
8. Bullards is much more centered on Yuba County
9. Additional crossings Olivehurst to So. Yuba City. Hwy 20

10. Legalize and capitalize on marijuana growing industry like Nevada Co. and other California counties
11. Leveraging support from regional partners, state and federal.

8. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Existing, Emerging and Declining Industry Sectors (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1/2	Beale Air Force Base	24 32%	19 25%	16 21%	17 22%	0 0%
1/2	Agriculture-based tourism	18 24%	33 43%	10 13%	12 16%	3 4%
3	Manufacturing industry	21 28%	10 13%	24 32%	21 28%	0 0%
4	Emerging wine region	10 13%	13 17%	26 34%	23 30%	4 5%
5	Other	3 4%	1 1%	0 0%	3 4%	69 91%

10 Comments:

1. Wine is an inappropriately heavy user of valuable water, for a oversupplied product
2. While Agriculture-based tourism is a nice concept, I don't think it brings in the amount of tourism that we'd like to see. I believe that recreational tourism for sportsmen has much greater potential.
3. Promote and develop the agri tourism market. Don't require Administrative Hearings or Use Permits for Bed and Breakfasts up to five bedrooms.
4. Timber industry is on the decline due to too much environmental rules and costs.
5. Gas extraction
6. I don't know enough to answer this factually. I'm guessing.
7. Anything but wine
8. Recreational opportunities.
9. Agricultural
10. Again, marijuana and the byproducts of hemp, could be an agriculture-based tourism asset

9. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Existing, Emerging and Declining Industry Sectors (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Support expansion of Beale's existing missions, recruitment of new missions, and pledge regional commitment to protect Beale from down-sizing or closure	28 37%	11 14%	12 16%	10 13%	12 16%	3 4%
2	Market locally grown, locally sourced food	13 17%	24 32%	13 17%	18 24%	8 11%	0 0%
3	Protect agricultural land	15 20%	18 24%	13 17%	14 18%	15 20%	1 1%
4/5	Increase population demographics to attract higher-end retailers	10 13%	11 14%	16 21%	18 24%	20 26%	1 1%
4/5	Increase regional visibility to promote tourism	7 9%	12 16%	22 29%	15 20%	18 24%	2 3%
6	Other	3 4%	0 0%	0 0%	1 1%	3 4%	69 91%

8 Comments:

1. Attract a highly educated population to attract higher paid jobs/careers. With my knowledge of Base Closure and DOD, the community will have a tough time retaining and expanding its mission. What is the overall impact and what communities does Beale Impact...will the fight continue versus attracting better long term industry.
2. Promote tourism as much as possible, and support the businesses that cater to the tourism demographic.
3. Cleanup of trash and code violations in the north Yuba foothills which are a nuisance.
4. We should be playing to our strengths, Ag, government services, medical industry. Tourism has limited value and should be very focused on return on investment of tourism specific dollars.
5. Promote industry/manufacturing
6. Museum like "Forgotten warriors"
7. Improve educational and skill set opportunities for available employees necessary to staff new businesses along with established businesses.
8. Would like to see education regarding pesticides on agricultural land

10. Please rank in order of importance, in generating support for economic development, the following weaknesses of Yuba-Sutter's Workforce, Skills and Business Sustainability (1 being most important and 4 being of less importance)

Rank		1	2	3	4
1	Retention of the area's educated-elsewhere young adults	28	40	7	0
		37%	53%	9%	0%
2	Lack of skilled workers to support our existing industries	35	20	19	1
		47%	27%	25%	1%
3	Small business succession planning for business retention (i.e. business closure due to retirement)	11	14	46	4
		15%	19%	61%	5%
4	Other	1	1	3	70
		1%	1%	4%	93%

8 Comments:

1. It seems impossible to expand economic growth when Sutter County is prospering at a much faster rate than Yuba County. Is Marysville actually a viable city? If not what else will decline rapidly.
2. Lack of higher education in area
3. In 1995, I owned a local business that generated \$500,000 a year to local economy. No one encouraged me to remain in the area. It takes less time and money to retain a business then it does to attract a new business. There were several incidents in the manufacturing industry where potential employees could not pass the drug test. Young adults move away 90% of the time....over time they may come back but this has been an issue for decades in ever community.
4. Need to have a High School in the North Yuba Foothills and to reintroduce trade training in high school.
5. Lack of housing choices to lure workers, executives and business owners to the area.
6. Technology infrastructure is weak.
7. Lack of appropriate job training venues
8. Wage/pay to surrounding areas.

11. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Workforce, Skills and Business Sustainability (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Creating a trained, skilled, available workforce	38	13	13	8	2	1
		51%	17%	17%	11%	3%	1%
2	Support innovation and entrepreneur programs	15	16	23	12	8	1
		20%	21%	31%	16%	11%	1%
3	Capitalize on the region's visionary business leaders, both public and private	12	15	15	14	17	2
		16%	20%	20%	19%	23%	3%

4	Engage next-generation farmers	8 11%	10 13%	17 23%	17 23%	21 28%	2 3%
5	Grow population to foster a more skilled workforce	2 3%	20 27%	6 8%	20 27%	22 29%	5 7%
6	Other	0 0%	1 1%	1 1%	4 5%	5 7%	64 85%

6 Comments:

1. I thought that business leaders and community leaders were suppose to be capitalized on.....did it not happen.
2. Offer tax credits to businesses that will offer training and work to young people.
3. Region needs to expand introduction to construction crafts skills to Junior High and High School students. Bring back woodshop equipment and teachers!
4. Before we can attempt 3-6, we must first succeed at workforce improvement.
5. Provide safe state of the art learning, living environments.
6. Align skillsets to needs of business instead of just using standard educational concepts.

12. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Health, Public, Education and Safety (1 being most important and 7 being of least importance)

Rank		1	2	3	4	5	6	7
1	Cooperative economic development environment	20 30%	11 16%	11 16%	12 18%	6 9%	6 9%	1 1%
2/3	Boundaries of Beale AFB lend itself to sustainability and growth - no encroachment on Beale	13 19%	9 13%	12 18%	9 13%	16 24%	5 7%	3 4%
2/3	Close proximity to higher education	12 18%	10 15%	11 16%	12 18%	11 16%	9 13%	2 3%
4	Expansion of our regional medical facility and access to extended care services/cancer center	9 13%	13 19%	14 21%	9 13%	10 15%	9 13%	3 4%
5	Inter-governmental cooperation and partnerships with federal and state agencies to ensure land conservation	4 6%	12 18%	10 15%	15 22%	13 19%	10 15%	3 4%
6	Low crime rate relative to state average	8 12%	11 16%	8 12%	7 10%	9 13%	22 33%	2 3%
7	Other	1 1%	1 1%	1 1%	3 4%	2 3%	6 9%	53 79%

7 Comments:

1. I wish we had these things...
2. Our regional medical center is a shambles and our crime rate is not below the regional average. Comparison to major population centers is foolish.
3. If FRHG doesn't change its image, we will continue to go out of the area for health care.
4. Education and promotion of healthy lifestyles and eating habits.
5. I can't answer these factually. Am guessing
6. Improved collaboration among existing health facilities and providers to improve local service quality
7. Browns Valley has one of the best Elementary Schools in the state. The area also offers a variety of charter and other educational opportunities

13. Please rank in order of importance, in generating support for economic development, the following weaknesses of Yuba-Sutter's Health, Public, Education and Safety (1 being most important and 7 being of least importance)

Rank		1	2	3	4	5	6	7
1	Educated and skilled workforce	26 39%	9 13%	14 21%	8 12%	4 6%	5 7%	1 1%

2	Poverty, specifically generational poverty	21 31%	12 18%	11 16%	13 19%	3 4%	7 10%	0 0%
3	Lack of career educational alignment	6 9%	20 30%	11 16%	8 12%	12 18%	10 15%	0 0%
4	Homeless and homeless encampments	10 15%	12 18%	9 13%	7 10%	11 16%	15 22%	3 4%
5	High levels of health issues	1 1%	11 16%	10 15%	17 25%	17 25%	10 15%	1 1%
6	Lack of behavioral and mental health services	3 4%	2 3%	11 16%	13 19%	18 27%	18 27%	2 3%
7	Other	0 0%	1 1%	1 1%	1 1%	2 3%	2 3%	60 90%

6 Comments:

1. Health and education are judged by quality, our area is at best mediocre in both.
2. Lack of motivation, commitment and lack of goal orientation.
3. I'm not sure if this question is asking if a lack of educated and skilled workforce is a weakness, or if having an educated and skilled workforce is a weakness. I believe that the lack of an educated and skilled workforce is the greatest weakness for the Yuba-Sutter area.
4. Low percentage of insured individuals relative to other communities in our region
5. By making county fees and regulations so high it makes it cost prohibitive to make improvements.
6. Hard to prioritize; these are all vital issues. There is also a huge lack of specialists who accept Medi-Cal, which has a lot of economic development implications

14. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Health, Public, Education and Safety (1 being most important and 7 being of least importance)

Rank		1	2	3	4	5	6	7
1	Attract a satellite university or state college campus	16 24%	15 22%	10 15%	11 16%	6 9%	9 13%	0 0%
2	Encourage Yuba College's four-year extension program	9 13%	16 24%	18 27%	9 13%	11 16%	2 3%	2 3%
3	Expanded regional collaboration amongst the local governments	14 21%	10 15%	12 18%	13 19%	13 19%	4 6%	1 1%
4	Recruit retail and residential development in Marysville	13 19%	8 12%	9 13%	9 13%	10 15%	15 22%	3 4%
5	Enhance healthcare through Rideout Health, Sutter North, Ampla Health and others	5 7%	8 12%	12 18%	16 24%	16 24%	8 12%	2 3%
6	Create own council of governments - break off from SACOG	8 12%	9 13%	4 6%	8 12%	11 16%	18 27%	9 13%
7	Other	2 3%	1 1%	2 3%	1 1%	0 0%	11 16%	50 75%

7 Comments:

1. Marysville is hopeless until the business owners can start cooperating.
2. Support for broadband and high speed internet in the Yuba Foothills.
3. Collaborate with rural local governments: Nevada County, Butte County, Colusa County. We get lost in SACOG.
4. Breaking off from SACOG is not likely to be helpful, only costly
5. Better school food and nutrition education,
6. Develop a vocational education system to fill needs of current businesses in the area.
7. Developing public/non-profit partnerships could solve a lot of issues

15. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Culture and Recreation (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1	Recreational tourism and access to fishing, boating, hiking, biking, etc.	27 41%	25 38%	12 18%	1 2%	1 2%
2	Entertainment Zone in Yuba County - amphitheater, casino, and additional commercial	22 33%	11 17%	16 24%	12 18%	5 8%
3/4	Bishop's Pumpkin Farm - tourism, educational program and hiring	10 15%	10 15%	17 26%	26 39%	3 5%
3/4	Sports tourism - tournaments, various hunting seasons	3 5%	19 29%	20 30%	24 36%	0 0%
5	Other	4 6%	1 2%	1 2%	3 5%	57 86%

7 Comments:

1. Events: Stampede, Bok Kai ... etc.
2. East Indian community events
3. I don't know.
4. Not much to work with
5. Museum of forgotten warrior
6. Strong Christian influence keeps ethics and values where they have been. This is slipping and will devalue the area in the eyes of business.
7. Cleaning up the riverfronts and making the rivers swimmable, like Nevada County would add value to recreational tourism

16. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Culture and Recreation (1 being most important and 8 being of least importance)

Rank		1	2	3	4	5	6	7	8
1	Expand and enhance existing recreational areas and facilities	17 26%	9 14%	9 14%	17 26%	13 20%	1 2%	0 0%	0 0%
2	Build-out the entertainment zone in Yuba County	19 29%	12 18%	6 9%	7 11%	13 20%	5 8%	2 3%	2 3%
3	Attract a hotel/event center	8 12%	16 24%	14 21%	5 8%	8 12%	7 11%	6 9%	2 3%
4	Attract a multi-use sports complex	5 8%	11 17%	17 26%	10 15%	5 8%	7 11%	7 11%	4 6%
5	Support the expansion of Bishop's Pumpkin Farm	2 3%	6 9%	11 17%	11 17%	10 15%	11 17%	12 18%	3 5%
6	Finish the Plumas Street Theatre project	5 8%	4 6%	6 9%	9 14%	9 14%	21 32%	11 17%	1 2%
7	Provide more infrastructure for the cycling community	5 8%	7 11%	3 5%	6 9%	7 11%	11 17%	22 33%	5 8%
8	Other	5 8%	1 2%	0 0%	1 2%	1 2%	3 5%	6 9%	49 74%

5 Comments:

1. Take care of and use present ent. zone facilities
2. None of these are likely to have a positive return on investment - we have hotels, cities are moving away from convention center building because of cost relative to revenue, sports complexes are expensive and make no sense without an anchor team
3. Put more energy into annual events: Bok Kai, Ethnic Diversity, Mexican Independence, Stampede, Swan Festival. Partner with Yuba Sutter Arts and United Way.
4. HWY 20 needs to be improved more passing lanes and a bike lane.
5. Enable people with successful, positive, life experiences to have a way to help people in need of learning them. This is true cultural improvement.

17. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Transportation (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Four-lane highway in and out of area	40 61%	14 21%	6 9%	2 3%	2 3%	2 3%
2	Access to Sacramento International Airport and Yuba County Airport	13 20%	18 27%	23 35%	10 15%	2 3%	0 0%
3	Location relative to other amenities and attractions	5 8%	18 27%	15 23%	15 23%	11 17%	2 3%
4	Yuba-Sutter Transit	6 9%	8 12%	7 11%	21 32%	19 29%	5 8%
5	Access to rail-served properties	1 2%	7 11%	15 23%	16 24%	26 39%	1 2%
6	Other	1 2%	1 2%	0 0%	2 3%	6 9%	56 85%

6 Comments:

1. Better traffic circulation is a must.
2. Sutter County Airport
3. Marysville bypass is necessary to get big rigs out of downtown Marysville. From an operators point of view, transportation needs to be time efficient.
4. Brand new interchanges at Riego Road and Hwy 99 and 113 and widened Bridge at Nicholas.
5. Road quality is generally good.
6. Critical corridor for NS travel.

18. Please rank in order of importance, in generating support for economic development, the following strengths of Yuba-Sutter's Community Culture (1 being most important and 7 being of least importance)

Rank		1	2	3	4	5	6	7
1	Dedication of local business to community	14 21%	15 23%	16 24%	5 8%	6 9%	8 12%	2 3%
2	Farming community is a good steward of natural resources	18 27%	9 14%	10 15%	10 15%	7 11%	11 17%	1 2%
3	Broad composition of support organizations (non-profits, civic clubs, youth groups, etc.)	10 15%	10 15%	11 17%	17 26%	13 20%	4 6%	1 2%
4/5	Cultural diversity	11 17%	14 21%	8 12%	7 11%	13 20%	10 15%	3 5%
4/5	Variety of lifestyles that include rural, suburban and urban	10 15%	9 14%	13 20%	12 18%	10 15%	12 18%	0 0%
6	Historic significance and home-grown heroes	2 3%	8 12%	8 12%	12 18%	16 24%	18 27%	2 3%
7	Other	1 2%	1 2%	0 0%	3 5%	1 2%	3 5%	57 86%

2 Comments:

1. n/a
2. Festivals and Fun Community Events

19. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Community Culture (1 being most important and 6 being of least importance)

Rank		1	2	3	4	5	6
1	Raise community image	30 45%	17 26%	6 9%	11 17%	2 3%	0 0%

2	Encourage citizens to renew their interest and participation	8 12%	14 21%	24 36%	13 20%	7 11%	0 0%
3	Encourage next generation succession planning especially in the agriculture industry	10 15%	9 14%	16 24%	15 23%	13 20%	3 5%
4/5	Temper the vocal negative minority	12 18%	12 18%	9 14%	5 8%	22 33%	6 9%
4/5	Raise cultural awareness	6 9%	11 17%	11 17%	21 32%	14 21%	3 5%
6	Other	0 0%	3 5%	0 0%	1 2%	8 12%	54 82%

3 Comments:

1. Don't think much can be done about the vocal negative minority. They just want something to complain about.
2. The negative minority may not always be the same people depending upon who is making the assessment. The key is to find a reasonable balance and temper the angry voices on each extreme.
3. Eliminate divisive "cultural" isolationisms and encourage the "American melting pot" family and community values.

20. Please rank in order of importance, in generating support for economic development, the following opportunities for Yuba-Sutter's Financial Limitations and Access to Capital (1 being most important and 5 being of least importance)

Rank		1	2	3	4	5
1	Encourage a positive local investor environment	21 32%	20 30%	16 24%	9 14%	0 0%
2	Access to business capital	18 27%	19 29%	15 23%	14 21%	0 0%
3	Increase resources for economic development	17 26%	16 24%	19 29%	13 20%	1 2%
4	Increase funding for tourism	10 15%	10 15%	15 23%	25 38%	6 9%
5	Other	0 0%	1 2%	1 2%	5 8%	59 89%

3 Comments:

1. Get the tourist here.
2. Collaborate with nearby regions to streamline the introductions and support entrepreneurs
3. Limit fees and regulations that are not essential for public safety.

**Yuba-Sutter Economic Development District
2016 CEDS Projects, Sorted by Jurisdiction**

Jurisdiction Project No. Priority	Goal Objective Action	Project Description	Total Cost	Funding Sources	Project Date
Regional R1 Long-term	7 7.1	<p>Caltrans 2014 Intelligent Transportation Systems/Operational Improvement Plan</p> <p>The plan provides critical guidance to optimize the California state highway system within District 3, which includes Yuba and Sutter counties, by identifying and managing intelligent transportation systems (ITS) and other operational strategies that yield a very high return on investment and benefit-to-cost. ITS refers to advanced communications-based information and electronic technologies, used to manage the transportation network. Operational improvements include projects such as intersection modifications, lane extensions, auxiliary/transition lanes, ramp widening, ramp-merge extensions, and others that reduce the impact of weaving, merging, and queuing. District 3 worked closely with its regional partners and stakeholders in a collaborative effort to develop the plan. More information is available at</p> <p>http://www.dot.ca.gov/dist3/departments/planning/systemplanningITS_OP_S.htm.</p>	\$TBD	SHOPP	Various
Regional R2 Long-term	6 6.1	<p>Caltrans 2013 State Highway Bicycle Facility Plan Projects</p> <p>The plan creates the District's first comprehensive plan that identifies a vision and framework for bicycle facility improvements on California's state highway system in Caltrans District 3, which includes Yuba and Sutter counties. Project cost and completion dates have not yet been identified. More information is available at www.dot.ca.gov/hq/tpp/offices/ocp/complete_streets.html. Projects under consideration in Sutter and Yuba counties include:</p> <p>A. SR 20, N. Township Road to Sutter-Yuba county line: Construct Class II bicycle lane.</p> <p>B. SR 99, Bogue Road to SR 20, Yuba City: Construct Class II bicycle lane.</p> <p>C. SR 99, Ash Street to Ramsdell Drive, Live Oak: Construct Class II bicycle lane.</p> <p>D. SR 20, Yuba-Sutter county line to Buchanan Street, Marysville: Construct Class II bicycle lane.</p> <p>E. SR 20, Buchanan Street to eastern Marysville city limits: Construct Class II bicycle lane.</p> <p>F. SR 20, eastern Marysville city limits to Loma Rica Road: Construct Class III bicycle lane.</p> <p>G. SR 65, State Street to Evergreen Drive, Wheatland: Construct Class II bicycle lane.</p> <p>H. SR 70, south Marysville city limits to 9th Street: Construct Class II bicycle lane.</p> <p>I. SR 70, 9th/B streets to 12th/B streets, Marysville: Construct Class II bicycle lane.</p> <p>J. SR 70, 12th/B streets to E. 24th Street, Marysville: Construct Class II bicycle lane.</p>	\$TBD	Various, including Active Transportation Program (ATP)	Various
Regional R3 Long-term	6 6.1	<p>Caltrans Complete Streets Implementation Plan Projects</p> <p>A complete street is a street that provides for the safe, comfortable, and convenient travel for all users of all ages and abilities, including motorists and truckers, bicyclists, pedestrians, and transit vehicles. Caltrans is identifying areas on state highways where complete streets would be appropriate and collecting recommendations from local and regional transportation partners to develop complete streets. Projects in the Plan will include bicycle,</p>	\$TBD	Various, including Active Transportation Program (ATP)	Various

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		pedestrian, gateway and landscaping improvements in Yuba City, Live Oak, Marysville and Wheatland. The implementation Plan is projected to be complete by August 2016. More information is available at: www.dot.ca.gov/hq/tpp/offices/ocp/complete_streets.html .			
Regional R4 Long-term	7 7.2	<p>State Route 99 Corridor Improvements from Paseo Road to Riviera Road</p> <p>Caltrans' (California Department of Transportation) Route 70/99 Corridor Business Plan identifies the need to improve the State Route 99 corridor through the City of Live Oak's 2030 General Plan project area. A Collaborative Highway 99 Streetscape Master Plan for this segment of the highway was completed and adopted May 2011.</p> <p>UPDATE: The City of Live Oak and Caltrans completed a Project Study Report (PSR) for the project in 2014, which separates the project into three phases. The Planning Assessment/Environmental Determination (PA/ED) study for Phase 1 through the existing built community is underway and expected to be complete in 2017. Phase 1 is the downtown core from approximately Ash Street north to Nevada Street. The City is actively seeking funding for Phase I final design, engineering and construction. These costs are estimated at \$21.2 million.</p>	\$32,000,000	Various	Various
Regional R5 Long-term	7 7.2	<p>Third Bridge Crossing at the Feather River</p> <p>This public works project, a third bridge on the Feather River, is supported by all Yuba-Sutter jurisdictions. This project would provide a four-lane, divided freeway from Highway 70 in Olivehurst to Highway 99 in Yuba City. The impacts of increased housing and subsequent traffic are deeply affecting the entire region and the completion of this project will be a relief for all five jurisdictions.</p> <p>UPDATE: Studies conducted by Caltrans show that a new state highway bridge over the Feather River is not justified for the cost. As a result, Caltrans is required by law to sell the excess property.</p>	\$600,000,000		
Regional R6 Mid-term	7 7.2	<p>Caltrans 2015 Goods Movement Study</p> <p>The very diverse region of Caltrans District 3 makes regional goods movement planning a challenge to implement. With economic growth predicted for the region, freight tonnages originating in, destined for, or traveling through Caltrans District 3 is estimated to increase by 75 to 80 percent by 2035. The study identified and prioritized capital and operational freight improvement projects that will improve the movement of goods through District 3. Thirty-six freight improvement projects were identified in Sutter and Yuba counties and ranked from 1 being the highest priority to 4 being the lowest priority. Projects ranked 1 and 2 include the following:</p> <p>Rank 1: A. SR 70, UPRR underpass near Marysville High School, Marysville: Widen and increase vertical clearance B. SR 65, Construct Wheatland highway bypass</p> <p>Rank 2: A. SR 20, Stabler Lane to SR 99, Yuba City: Widen from four to six lanes. B. SR 20, 9th and E streets, Marysville: Modify intersection to widen turning radius for trucks.</p> <p>More information is available at: http://www.dot.ca.gov/dist3/departments/planning/freight.htm</p>	\$12,486,000 \$20,558,933 \$1,198,641 \$TBD	SHOPP Various STIP, local SHOPP	2022 2035 2035 2035
Regional R7 Mid-term	2 2.2	<p>Feather River West Levee Project</p> <p>Sutter and Butte counties are planning to improve 44 miles of levees from Thermolito Afterbay south to the Sutter Bypass to reduce flood risk and</p>	\$312,000,000	State of California, property	Phase I - 2016

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		<p>remove more than 34,000 properties from FEMA Special Flood Hazard Areas. Among other important improvements, the project will sustain and grow the local economy by creating construction jobs, protect property values, and allow for responsible residential, commercial and industrial development. Phase I –Thermalito Afterbay to Star Bend is targeted to be completed by 2016. Phase II will include the area south of Star Bend to the confluence of the Feather River and the Sutter Bypass.</p> <p>UPDATE: Phase I is in pre-design stage and on time. Phase II is in planning stages.</p>		assessment revenues.	Phase 2- open ended
Regional R8 Long-term	7 7.1	<p>Fifth Street Bridge Reconstruction and Approaches</p> <p>This public works project would replace the existing two lanes and add an additional two lanes of east-west traffic, drastically reducing the heavy traffic congestion that currently exists. The bridge was constructed in 1958 to replace an overpass destroyed by the 1955 flood. Approximately 33,000 vehicles traverse the bridge daily and 95,000 are anticipated by 2035.</p> <p>The Sacramento Area Council of Government has awarded funding to Yuba City for the \$70 million replacement project. The amount represents the area's local match obligation to replace the bridge. Construction is slated to start in 2016 and take two years to complete. Additional funding is through the federal Highway Bridge Program, High Priority Project federal grant funds and the Regional Surface Transportation Program.</p> <p>UPDATE: Project has been pushed out to 2019 by Caltrans.</p>	\$70,000,000		
Regional R9 Long-term	7 7.2	<p>Wheatland Expressway</p> <p>Develop alignment alternatives, design and construct the Wheatland Expressway that connects to the Lincoln Bypass completed in 2012.</p> <p>The General Plan, adopted in 2006, provides for the expressway to be developed to the east of the existing city limits. No specific alignment has yet been determined but it will likely connect to the Lincoln Bypass south of Wheatland and then reconnect to the existing Highway 65 somewhere north of Wheatland (likely somewhere between South Beale Road and Ostrom Road). Once it is developed, ownership of the expressway would probably be transferred to Caltrans and the city would obtain ownership of the existing Highway 65.</p>	\$150,000,000		
Regional R10 Short-term	6 6.1 6.1.5	<p>Sutter County Courthouse</p> <p>Sutter County has court functions in three buildings, two owned by the county and one leased. The two county-owned buildings on Second Street in Yuba City date to 1904 and 1962. A new courthouse project planned for 4.1 acres on Civic Center Blvd. in Yuba City and north of the county jail is under consideration by California Public Works Board. Construction costs for the project have been placed at \$41 million and total cost to be financed, including planning, is currently estimated at \$59.6 million.</p> <p>UPDATE: Project completed January 2016</p>	\$65,834,000	Senate Bill 1407	2016
Regional R11 Short-term	3 3.1	<p>Beale Air Force Base Cell Phone Tower</p> <p>Current cell phone service provider, (i.e. AT&T) to Beale Air Force Base has one sixty-foot tower in the main base area. Due to the base topography, many AT&T users in the 509-home military housing area have limited coverage despite using cell phone boosters.</p>			

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Regional R12 Short-term	3 3.1	Beale Air Force Base Lodging Beale Air Force Base has a shortage of visitor lodging and currently sends visitors to contract quarters in Yuba City and Roseville. The base requires 321 VQ rooms (146 new added to 175 existing).	\$250,000,000		
Regional R13 Short-term	3 3.2	Develop Strategies for Commercial Development The District, on behalf of the cities of Live Oak, Marysville and Wheatland, completed a commercial development analysis in 2010 and is currently developing the marketing phase of the regional project in collaboration with those cities. The initial launch of the marketing phase is estimated to cost \$50,000; the annual cost thereafter is estimated to be \$25,000.	\$50,000		
Regional R14 Long-term	3 3.1	Beale Air Force Base Wastewater Treatment The existing wastewater treatment plant at Beale Air Force Base is circa 1944 and struggles with stricter state compliance and operating and maintenance costs and in meeting effluent standards in ponds for dissolved solids and pH. The base requires 360,000 gallons per day annual daily flow.	\$22,000,000	Federal	2020
Regional R15 Various	7 7.1	Caltrans/Sacramento Area Council of Governments Metropolitan Transportation Plan Major planned and programmed state highway projects within Yuba-Sutter that are sponsored by local government agencies are identified in the following:			
M	7.1.2	A. SR 70, Feather River Blvd: Construct new interchange. UPDATE: Interchange was completed	\$15,000,000	STIP, local	2016
L		B. SR 99, Bogue, Lincoln, Richland and Franklin roads: Intersection improvements.	\$3,800,000	STIP, local	2020
L		C. SR 65, Forty Mile Road: Construct new interchange.	\$2,070,000	STIP, local	2022
L		D. SR 99, Elm Street to Kola Street, Live Oak: Construct additional two lanes with sidewalks and improvements, Phase 1.	\$3,213,000	STIP, local	2022
L		E. SR 99, Kola Street to Nevada Street, Live Oak: Construct additional two lanes with curbs, gutters, and sidewalks, Phase 2.	\$7,956,000	STIP, local	2025
L		F. SR 99 Elm Street to Coleman Road, Live Oak: Construct additional two lanes with curbs, gutters, sidewalks, Phase 3.	\$6,120,000	STIP, local	2026
L		G. SR 99, Bogue Road to SR 20, Yuba City: Widen expressway to six lanes.	\$31,434,000	STIP, local	2036
L		H. SR 65/70, Goldfields Parkway: Construct new interchange.	\$110,226,000	STIP, local	2035
L		I. SR 99, Nevada Street to Riviera Road, Live Oak: Construct additional two lanes with curbs, gutters, and sidewalks, Phase 4.	\$5,661,000	STIP, local	2028
L		J. SR 99, Coleman Road to Nevada Street, Live Oak: Construct additional two lanes with curbs, gutters, and sidewalks, Phase 5.	\$734,000	STIP, local	2036
L		K. SR 20, Stabler Lane to SR 99, Yuba City: Widen highway to six lanes.	\$874,540	STIP, local	2036
L		L. SR 70, Earl Road interchange: Construct improvement to interchange.	\$2,000,000	STIP, local	2036
Regional R16 Various	7 7.1	Caltrans/Sacramento Area Council of Governments Metropolitan Transportation Plan Major planned and programmed state highway projects within Yuba-Sutter are identified in the following:			
S	7.1.3	A. SR 20, Marysville Road to east of lower Smartsville Road: Rehab pavement. UPDATE: Rehab completed	\$8,318,000	SHOPP	2016
M		B. SR 20, east of McGanney Lane to Yuba-Nevada county line and to Mooney Flat Road: Shoulder and curve improvements.	\$23,889,000	SHOPP	2018
M		C. SR 70, Simmerly Slough: Bridge replacement.	\$24,014,000	SHOPP	2018
L		D. SR 70, Feather River Parkway: Construct a two-lane expressway route through Marysville adjacent to the Feather River Levee from 3rd Street to north of Binney Junction with connections at both the 5th Street and 10th Street bridges. Phase 1: \$75 million; Phase 2: \$80 million; Phase 3: \$80 million.	\$235,000,000	Various	2036
L			\$2,000,000		2036

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L		E. SR 20, N. Walton Avenue to Rocca Way, Yuba City: Widen highway to six lanes.	\$5,244,000	STOP, local SHOPP	2035
L		F. SR 70, McGowan Parkway: Widen interchange overpass and add traffic signals.			
L		G. SR 20, Parks Bar Road to Hammonton-Smartsville Road: Shoulder, curve, and turn lane improvements.	\$6,500,000	SHOPP	2022
L		H. SR 99, Lomo railroad crossing north of SR 99/Live Oak Blvd. intersection: Right-of-way and construction of railroad crossing.	\$10,000,000	STIP, local	2022
L		I. SR 70, Marysville Union Pacific Railroad underpass: Widen underpass.	\$12,486,000		2022
L		J. SR 70, north of Marysville to Yuba-Butte county line: Construct passing lanes.	\$37,457,000	SHOPP SHOPP	2022
L		K. SR 20, Loma Rica Road to Kibbe Road: Construct passing lanes.	\$2,500,000		2025
L		L. SR 20, Marysville Road to Sicard Street: Shoulder, curve, and turn lane improvements.	\$5,500,000	SHOPP SHOPP	2025
L		M. SR 99, north of Yuba City to Sutter-Butte county line: Construct passing lanes.	\$20,000,000	SHOPP	2025
L		N. SR 20/99, Yuba City: Construct a full interchange, right-of-way acquisition.	\$25,000,000		2026
L		O. SR 20, Yuba and Sutter counties: Widen 10th Street bridge to six lanes.	\$60,000,000	STIP, local STIP, local	2035
Regional R17 Short-term	3 3.1	Beale Air Force Base Electricity Beale Air Force Base experiences increased power outages caused by overloads, increased sustainment costs for power restoration and more reliance on generator power that could result in potential notices of air violation. The base must establish redundant/survivable 60KV power, meet the growing need for power, sustain 17MW peak, support uninterrupted cyberspace missions, and recapitalize electrical infrastructure. Beale AFB Civil Engineers have programmed resource requirements for \$28.1 million to incrementally upgrade the electrical infrastructure over fiscal years (October 1-September 30) 2015, 2016 and 2017.	\$28,100,000	Federal	2016, 2017
Sutter Co. S1 Mid-term	2 2.1	South Yuba City State Route 99 Employment Corridor Infrastructure Plan Create a plan to provide water, wastewater, and drainage service to the designated economic corridor along State Route 99 south of Yuba City.	\$250,000		
Sutter Co. S2 Mid-term	2 2.1	Northeast Employment Corridor Infrastructure Feasibility Study This study would investigate alternatives for water, wastewater, and drainage service to the designated economic corridor along Highway 99 at the Lomo Crossing of the Union Pacific Railroad tracks. Additionally, access/egress possibilities to the area via Highway 99 and a vehicle crossover of the railroad at Lomo would be assessed in a traffic plan.	\$300,000		
Sutter Co. S3 Mid-term	3 3.4	Establish a Marketing Committee to Promote Sutter County Agriculture Work with cities and other appropriate agencies and interests to establish a marketing committee to promote Sutter County agriculture through the following and other means: agricultural industry promotional activities, including farmers markets; agritourism marketing; marketing of locally grown food; and promotion of events that expose residents of urban places to agricultural activities and issues.	Not determined		
Sutter Co. S4 Mid-term	3 3.3	Recreational Bikeways Bikeways support travel to and leisure activities at rural points of interest (Wildlife refuges, Sutter Buttes, parks, rivers). Sutter County Pedestrian and Bike Master Plan 2012 lists tiered and prioritized projects and includes a total estimated cost.	\$9,500,000		
Sutter Co. S5 Mid-term	7 7.2	Rural Farm-to-Market Road Network, Improvement, Maintenance and Preservation Insufficient Highway Users Tax Account (HUTA) gas tax revenues are significantly impacting County's ability to maintain farm-to-market road	\$12,000,000		

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		network. State legislation is contemplated to help cover the shortfall. Projects include safety, maintenance and complete streets.			
Sutter Co. S6 Short-term	2 2.1	Feasibility Study of Establishing a Regional Wastewater Plant Conduct a study to determine the feasibility of establishing a regional wastewater plant. In particular, examine the feasibility of extending wastewater service to the community of Sutter as the first consolidation of wastewater systems.	\$300,000		
Sutter Co. S7 Short-term	2 2.1	Basin Drainage Study Study multiple existing drainage systems and incorporate the effects of drainage in unregulated areas of the Yuba City Basin (east of the Sutter Bypass, west of the Feather River). Recommend improvements to insure 100-year to 200-year flood protection and funding mechanisms. UPDATE: Contract in progress.	\$300,000	County, Gilsizer District	
Sutter Co. S8 Short-term	2 2.1	County Airport Water Line Extension Extend water services from Yuba City to service all points of the County Airport and the Sheriff's facilities on 2nd Street.	\$400,000		
Sutter Co. S9 Short-term	2 2.1	County Wastewater Extension Extend wastewater service from Yuba City to the airport and Sheriff's facilities on 2 nd Street.	\$450,000		
Sutter Co. S10 Short-term	2 2.1	Sutter North Roadway Facilities Project This public works project would improve traffic safety and circulation by improving the signal at the intersection of State Highway 20 and Acacia Road and widening Acacia Road to four lanes from Highway 20 north through the community of Sutter.	\$8,500,000		
Sutter Co. S11 Short-term	2 2.1	Main Jail Expansion Expand the existing high-security facility by 42 beds and renovate the existing medical, storage, and food preparation areas. Project includes seismic upgrade and fire sprinkler installation in existing structures. Financed through California AB 900 Phase II Bond Program which authorizes bond funding for California Department of Corrections and Rehabilitation prison projects, reentry facilities, and local jail beds to ease the overcrowding in California's prisons and local jails. UPDATE: Design under State review	\$10,000,000	AB900	
Sutter Co. S12 Short-term	2 2.1	Energy Savings and Generation Project An energy efficiency and generation project to install, monitor, and service energy saving and generating projects for County facilities. Project is funded by a bank loan. UPDATE: Solar Arrays installation has been installed in 9 locations, Health & Human Services, Elections Building, Veterans Memorial Community Building, County Library, Probation Dept., Agricultural Building, General Services Building, Welfare Office, and Fire Station # 6. Ground General Array is under construction and Mental Health building is pending.	\$10,500,000	County	
Yuba Co. Y1 Long-term	3 3.2	Highway 65 Regional Wastewater Treatment Plant This public works project would provide a new wastewater treatment facility located in the Highway 65 corridor near the Sports and Entertainment Zone area capable of supplementing and/or replacing the existing wastewater treatment plant.	\$80,000,000		

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Yuba Co. Y2 Long-term	3 3.2	Yuba River Parkway This public works project would construct a four-lane arterial around the easterly side of Marysville through the East Linda Specific Plan from Highway 65 at McGowan Parkway to Highway 20 at Plantz Road.	\$150,000,000		
Yuba Co. Y3 Mid-term	3 3.2	Highway 70/Plumas-Arboga Interchange – Phase 2 This public works project would link Phase 1 of the Highway 70/Plumas-Arboga Interchange to the eastern Phase 2 component of the interchange to include a Union Pacific Railroad overpass.	\$14,000,000		
Yuba Co. Y4 Mid-term	3 3.2 3.2.2	Highway 70/Feather River Boulevard This public works project would provide public interchange access to the Plumas Lake Specific Plan area. UPDATE: Project is completed	\$18,000,000	State	
Yuba Co. Y5 Mid-term	3 3.2	Erle Road Interchange This public works project would upgrade and expand an existing interchange facility at Erle Road and Highway 70 to provide greater capacity.	\$15,000,000		
Yuba Co. Y6 Mid-term	3 3.2	East Linda Detention Basin This public works project would expand an existing detention pond to serve East Linda and is referred to within the South Yuba County Drainage Plan.	\$4,000,000		
Yuba Co. Y7 Short-term	3 3.2	Yuba South Basin Levee Protection This project includes four phases to improve 29 miles of levees along the Yuba River, Feather River, Bear River and Western Pacific Interceptor Canal with the goal of achieving 200-year flood protection for South Yuba County. The first construction work was initiated in September 2004. Phase 1, 2, 3 and a portion of Phase 4 have been completed and certified to meet FEMA requirements. Funding for the improvements are from State Proposition 13 and Proposition 1E, local development fees and landowners, local development fees, Reclamation District 784, Yuba County and the Yuba County Water Agency.	\$400,000,000	State and local funds	2020
Yuba Co. Y8 Short-term	3 3.2	North Beale Road Revitalization Improvements This public works project consists of implementing the road improvements recommended by the East Linda Revitalization Plan which consists of sidewalks, landscaped medians, street lighting, and parking that would improve the safety of the road for motorists, bicyclists and pedestrians as well as improve the appearance of the road corridor to help attract new and retain existing businesses. This project is 10 percent complete.	\$10,000,000	Federal and state transportation funds	2020
Yuba Co. Y9 Mid-Term	6 6.1	Bikeways an Pedestrian Trails Bikeways and pedestrian trails provide an alternative mode of transportation as well as an outdoor activity that has the added benefit of connecting people with other points of interest. In January 2013, Yuba County adopted an update to the Yuba County Bikeway Master Plan, which lists and prioritizes projects and their estimated costs.	\$6,500,000		2020
Yuba Co. YA1 Mid-term	3 3.2	Relocate Airport Drainage Ditch This would relocate a major drainage ditch that currently cuts through industrial properties, limiting their use. The project proposes to realign the ditch along a new access road allowing a clear security separation for the airport and industrial areas and provides the ability to market additional industrial properties for new capital investment and new employment opportunities.	\$2,500,000		
Yuba Co. YA2	3 3.2	Yuba County Airport Terminal Building	\$1,500,000		

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Mid-term		This public works project would construct a new 12,000-square-foot Yuba County Airport terminal building. This building would include a parking lot, sewage system, street improvements and landscaping.			
Yuba Co. YA3 Mid-term	3 3.2	On-Site and Off-Site Improvements to Industrial Park No. 2 This project would connect the road that ends at Skyway Drive to a 30-acre industrial park and provide an access road, curbs, gutters, and drainage facilities necessary to serve Industrial Park No. 2.	\$1,500,000		
Yuba Co. YA4 Mid-term	3 3.2 3.2.2	Site Improvements to Industrial Park Site No. 2 This public works project would provide street improvements, sewer system improvements, and water system improvements in order to provide access to 14 aviation-related corporate hangar lots, 10 acres of industrial property, and provide emergency access to the airport's crosswind runway. The project area has wetlands issues to address.	\$850,000		
Yuba Co. YA5 Short-term	3 3.2	Site Improvements to Industrial Park Sites No. 3 and 4 This public works project would improve the streets, drainage, and sewer facilities. Eleventh Avenue would be extended from Arboga Road into the airport and Aviation Way would connect Arboga Road to Eleventh Avenue and Sky Harbor Drive, providing access to 30 acres of industrial property.	\$750,000	Federal and local funds	2020
Yuba Co. YA6 Short-term	3 3.2	Yuba County Airport Taxiway Yuba County Airport would construct a taxiway serving the commercial buildings along Skyway Drive, west of the existing runway. The taxiway would be 25 feet wide and extend 3,700 feet in length. Other improvements would include installation of storm drains and crossings over existing storm drains.	\$1,900,000	Federal, local	2016
Yuba Co. RD1 Long-term	3 3.2	West Linda Detention Basin and Pumping Station This public works project will modify the existing low-lying area into a detention basin and create a pumping station to handle drainage within the West Linda area and create a multi-use recreational field/park that benefits existing low-income residents and businesses.	\$4,500,000		
Yuba Co. RD2 Long-term	3 3.2	RD784 Facility Relocation and Command Center This public works project would relocate Reclamation District 784 offices and headquarters above the level of potential levee breach to Anderson Road and the new setback levee. The new site would create a command center and radio tower to serve a drainage and emergency services communication network for police, fire and emergency medical services in the south Yuba and Sutter counties area.	\$3,000,000		
Yuba Co. RD3 Long-term	3 3.2	Plumas Lake Pond Improvements This public works project would obtain right of ways and channel improvements to convey 100-year storm runoff flows for central Plumas Lake adjacent to the Plumas Lake Golf Course.	\$2,750,000		
Yuba Co. RD4 Long-term	3 3.2	Pump Station No. 9 Upgrades This public works project would provide redundant pumping, backup generation and SCADA electronic system to existing Pump No. 9 as required by FEMA for operation during storm events and would protect West Linda and the Lindhurst Avenue commercial area.	\$1,800,000		
Yuba Co. RD5 Long-term	3 3.2	Pump Station No. 10 Upgrades This public works project would upgrade Pump Station No. 10; provide backup power and redundant pump for the facility serving the central Plumas Lake Specific Plan area.	\$1,500,000		

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Yuba Co. RD6 Long-term	3 3.2	Pump Station No. 7 Upgrades This public works project would provide upgrades to Pump Station No. 7 with SCADA electronic system and redundant pumping to serve Wal-Mart, Feather River Center and the commercial area in Linda.	\$1,200,000		
Yuba Co. RD7 Long-term	3 3.2	Upper Lateral 13 Improvements This public works project would provide drainage improvements for the northern portion of the Plumas Lake Specific Plan area between Ella Road and Plumas Lake Golf Course and consists of channel improvements and culvert crossing replacements and improvements.	\$1,050,000		
Yuba Co. RD8 Mid-term	3 3.2	East Linda Drainage This public works project would construct a detention pond at Edgewater and replace the Avondale pump station at Rupert. The project improves drainage west of Hammonton-Smartsville Road through west Linda by mitigating upstream peak flows. The system would also address flooding issues along the Lindhurst Avenue commercial corridor.	\$4,500,000		
Yuba Co. RD9 Mid-term	3 3.2	Lateral 15 Improvements This public works project would improve the main Reclamation District 784 lateral that provides drainage for the North Arboga Study Area and Plumas Lake area, and will widen and deepen existing channels to meet future drainage capacity.	\$2,800,000		
Yuba Co. RD10 Mid-term	3 3.2	Upper Lateral 15 Bingham Canal Improvements This public works project would replace culvert crossings under county roads that are substandard to improve drainage in the West Linda area and would eliminate need for the Health and Human Services building detention basin.	\$1,700,000		
Yuba Co. RD11 Short-term	3 3.2	Regional Drainage Facility This public works project will provide regional drainage and pumping for the North Arboga Study Area, Plumas Lake Specific Plan Area and Pump Station No. 10. Pump Station 10 is under construction and will provide supervisory control and data acquisition (SCADA) electronic controls. Two additional basins are in planning and other phases await funding.	\$6,000,000	Local funds	2017
Yuba Co. OPUD1 Mid-term	3 3.2	Purple-Pipe Transmission Line in the Rancho Road area OPUD has a fully-compliant waste water treatment facility; discharge water could be used as reclaimed water for irrigation. The reclaimed water could be used for irrigation in the Rancho Road business area or the Magnolia Ranch development area. OPUD would seek grant funding to fund a purple-pipe transmission line to either or both of these two areas. OPUD could provide reclaimed water at a lower price than potable water and would save capacity for potable by not using potable for irrigation. All users of the reclaimed water would realize a savings: parks, landscape strips and schools and, if extended, residences.	\$2,000,000		
Yuba Co. OPUD2 Mid-term	3 3.2	Well No. 1 and 4 Water Treatment Plant Sludge Handling Upgrade The Nos. 1 and 4 wells water treatment plant currently discharges its iron and manganese that is removed from the potable water into the sanitary sewer system. Due to limits imposed by the state for the discharge from the wastewater treatment plant for iron and manganese OPUD cannot continue to discharge the iron and manganese into the sewer at the current rates and must cease altogether. OPUD would have limited use of a water treatment plant that could potentially serve many new industrial customers in the Melody and Furneaux areas. OPUD will need to lease a small portion of land from the county adjacent to the plant to the west and build a backwash tank to properly collect and dispose of the iron and manganese sludge.	\$1,000,000		

Jurisdiction Project No. Priority	Goal Objective Action	Project Description	Total Cost	Funding Sources	Project Date
Yuba Co. OPUD3 Mid-term	3 3.2	Mary/George/Harvey Sewer and Water Improvements, Olivehurst A public works project that would help in an area with limited water service and no sewer service. This area has chronic problems with septic tank failures and private well contamination.	\$950,000		
Yuba Co. OPUD4 Mid-term	3 3.2	Replace Aging/Failing Water Infrastructure OPUD currently has a great deal of steel water main in Olivehurst. The aging steel main fails regularly due to corrosion.	\$900,000		
Yuba Co. OPUD5 Short-term	3 3.2	Rancho Road/Highway 65 Commercial and Industrial Area This public works project is necessary to provide a sewer and water line to properties in and around the Rancho Road/Highway 65 industrial properties to support current and future industrial park development plans.	\$15,000,000	Federal, state and local funds	2020
Yuba Co. LCWD1 Mid-term	3 3.2	Linda Avenue/Griffith Water Treatment This Linda County Water District project would construct Well No. 17 and a water treatment facility at Linda Avenue at Griffith, to serve the East Linda Specific Plan area.	\$5,000,000		
Live Oak LO1 Long-term	2 2.3	Grade-Separated Rail and Highway Overpass The City of Live Oak General Plan Project Area and existing city limits are divided by State Route 99 and the Union Pacific Railroad line running parallel within close proximity of one another. Currently all crossings are at grade, causing all east/west routes to close nearly at the same time when trains pass through the community. A grade-separated crossing is critical for future circulation and public safety.	Unknown	Unknown	Unknown
Live Oak LO2 Long-term	3 3.2	Infrastructure Improvements to Areas for Job Creation City of Live Oak has annexed 370 acres adjacent to State Route 99 both north and south of the former city limits and within the 2030 General Plan project area. The property is zoned for business uses; in order to locate new businesses in this area, both water and sewer improvements are necessary. It is anticipated that each area will require a new public well, sewer lift station and appropriately-sized force mains. In addition, the city is seeking to evaluate the feasibility of rezoning property currently zoned for housing that may be better utilized for near-term employment uses because of the close proximity to the city's wastewater treatment plant, existing water service or other key infrastructure.	Unknown	CDBG, EDA	Unknown
Live Oak LO3 Long-term	6 6.1	New Fire Station/Sheriff's Substation East of State Route 99 State Route 99 and the Union Pacific Railroad create a north/south barrier through the entire City of Live Oak Sphere of Influence. Live Oak's current public safety facilities are located on the west side of both the highway and railroad. As Live Oak grows it is important to maintain public safety facilities on the east side of the highway and railroad to ensure adequate response times.	\$3,200,000	Unknown	Unknown
Live Oak LO4 Long-term	6 6.1	New Live Oak Community Center To meet recreational and program demands of a growing city, Live Oak needs to build a new, expanded community center and gymnasium. Estimated at 25,000 square feet, constructed in two phases, the facility will be used to meet both social service and recreational needs for Live Oak's growing population. The City is currently seeking funding for a Phase 1 gymnasium.	\$15,000,000	CDBG, local funds	Unknown
Live Oak LO5 Long-term	9 9.1	Develop a Strategy to Maximize Commercial Opportunities Associated with Live Oak's Proximity to the Sutter Buttes and the Feather River	\$35,000	CDBG	Unknown

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		With a boat launch facility on the Feather River less than two miles east of downtown, and the Sutter Buttes approximately seven miles west, Live Oak is positioned to benefit from the attraction of these important natural resources and must develop a plan to maximize this opportunity.			
Live Oak LO6 Mid-term	2 2.3 2.3.1	Historic Downtown Infrastructure Improvement Live Oak's historic downtown core is defined as the area bordered by State Route 99 on the east, N Street on the west, Elm Street on the south and Pennington Road on the north. The area poses significant challenges related to infrastructure improvements necessary to support a mixed-use retail environment. A complete assessment was completed and adopted by the City in 2013. Improvements include street, curb, gutter, sidewalk, drainage, park and City water and sewer utilities improvements. This project also incorporates Phase 2 improvements of the Live Oak Community Trail Project.	\$5,200,800	SACOG, CDBG	2018
Live Oak LO7 Mid-term	6 6.1	Complete Live Oak Community Trail Project This one-mile rail conversion project establishes a dedicated bicycle and pedestrian trail through the center of Live Oak on former railroad right-of-way. The project has four phases, with the first phase completed in 2010 and the third phase completed in 2015. The city is seeking funding for phases 2.	\$2,200,000	ATP, SACOG, LWC, local funds	2018
Live Oak LO8 Short-term	3 3.2	Live Oak Base-Level Jobs Initiative Develop a strategy to identify and support location and/or expansion in Live Oak of companies that sell products and/or services outside of the trade area and bring new dollars into the local economy.	\$35,000	CDBG	Unknown
Live Oak LO9 Short-term	9 9.1	"Sunny's Market" Reuse Plan The site of the former Sunny's Market in the historic downtown core includes a 7,466-square-foot commercial property that has been vacant for more than five years. Active use of the site is critical for the health of the historic downtown core.	\$35,000	CDBG	Unknown
Live Oak LO10 Short-term	9 9.1	Diamond Walnut Facility Reuse Plan Diamond Walnut's Live Oak plant, built in the 1920s is no longer in operation, leaving a vacant 80-year-old building and adjacent property in the area that is emerging in the new General Plan as an expanded downtown core. Creating a viable reuse plan for this property is critical for Live Oak's success in expanding the downtown core.	\$75,000	CDBG	Unknown
Live Oak LO11 Short-term	2 2.3	Pennington Road Rehabilitation Pennington Road is the main east/west arterial for the City of Live Oak, intersected by State Route 99. Sacramento Area Council of Governments (SACOG) has committed \$915,000 for partial reconstruction of the road from Broadway to Connecticut Avenue during 2012 and 2013. Reconstruction to the east of State Route 99 is also necessary.	\$1,094,776	SACOG, CDBG	2015/ 2016
Live Oak LO12 Short-term	2 2.3	Water Service and Supply Improvements for Live Oak East of State Route 99 Current water service is limited by undersized main lines crossing the highway and the closure of Live Oak Well #5 due to nitrate contamination. A combination of improved water mains and a new or reconditioned well with arsenic treatment and storage is necessary to allow for both growth and public safety needs. In 2015/2016 the city seeks to complete construction of a 12-inch water main in Pennington Road from Connecticut Avenue east to Sinnard Avenue with associated road improvements. In addition, the City will construct a new 2,000-gpm well site with arsenic filtration, storage, booster pump and connection to the distribution system. The well site will be located on Larkin Road in the northeast quadrant of the city. Phase 1 of the project will be completed in 2015/2016 and includes the 1,000-gpm well with arsenic	\$6,500,000	CDBG, Prop 84, local funds	2015/ 2016

Jurisdiction Project No. Priority	Goal Objective Action	Project Description	Total Cost	Funding Sources	Project Date
		filtration and connection to the distribution system. The city is seeking funding for Phase 2.			
Live Oak LO13 Short-term	2 2.3 2.3.1.a	<p>Soccer Park/Drainage Basin Improvements</p> <p>Live Oak has completed construction of Phase 1 of a joint-use storm drainage retention basin and soccer park. The basin is critical for reducing storm drain flows downstream of the existing city and is a key feature in the city's Master Drainage Study. The soccer park will be an important recreational asset and is funded with a Proposition 84 (Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006) grant. The City is seeking funding for construction of Phase 2 improvements including one or more additional soccer fields in the complex.</p> <p>UPDATE: Phase 1 project is completed.</p>	\$52,000,000	Prop 84 Grant 1,800,000 2,000,000 in kind funding – Sutter Butte Flood Control Agency, 700,000 – City of Live Oak	2015
Live Oak LO14 Short-term	2 2.3	<p>Wastewater Treatment Plant Solar</p> <p>Live Oak's new wastewater treatment plant was designed with the possibility of connection to a solar array to power the plant.</p> <p>UPDATE: Live Oak completed a feasibility analysis and is now seeking funding for installation of the improvements.</p>	\$2,200,000	WRCB	2015
Live Oak LO15 Short-term	3 3.2	<p>Leo Chesney Center Reuse</p> <p>Due to realignment policies adopted by the State Legislature, this private, minimum security correctional facility in Live Oak was closed in September 2011. The City has secured CDBG funding for the reuse plan which was completed in 2015. In collaboration with the property owner, the City is actively looking to attract alternative uses to the site.</p>	Unknown	Unknown	Unknown
Live Oak LO16 Short-term	6 6.1 6.1.1 2 2.3 2.3.1	<p>Live Oak Skate and Bike Park</p> <p>Live Oak has completed preliminary design for a ¼-acre skate and bicycle park to be located in Live Oak's downtown Memorial Park and has secured CDBG funding for the project. The project will be constructed in 2016.</p> <p>UPDATE: Project is out to bid.</p>	\$785,000	CDBG	2016
Live Oak LO17 Short-term	6 6.1	<p>Bicycle and Pedestrian Infrastructure Master Plan</p> <p>Live Oak has received funding from SACOG for development of a bicycle and pedestrian facilities master plan. Completion of the plan in 2016 will define projects and initial cost estimates.</p>	\$60,000	SACOG	2016
Live Oak LO18 Short-term	6 6.1	<p>Housing Rehabilitation and First-Time Homebuyer Programs</p> <p>Live Oak currently utilizes Program Income from past loan recipients to fund new loan applications in addition to applying for new grant funding. The city seeks funding continuously for local housing assistance programs.</p>	\$700,000	CDBG, HOME	Ongoing
Marysville M1 Mid-term	2 2.3	<p>Reroute Union Pacific Railroad Tracks around Marysville on the West</p> <p>Union Pacific Railroad track beds crisscross the community, effectively dividing neighborhoods and impeding the Lake District's potential of being prime development areas for upscale commercial and residential construction. The current track running out of Sutter County, turning south along B Street would be rerouted to the westerly city limits before turning south along a new double track bed along the Feather River levee and rejoining the existing track bed south of the city limits at approximately Erle Road in Linda.</p>	\$50,000,000		2020

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Marysville M2 Mid-term	2 2.3	Flood Protection of the City A public works project to repair and upgrade the ring levee to be certified as providing a 300-year level of flood protection.	\$70,000,000		2020
Marysville M3 Mid-term	2 2.3	Reroute State Routes 70/20 North to 14th Street Currently, State routes 70 and 20 follow an alignment on 9th Street along the south shore of Ellis Lake, before turning north at B Street. By redirecting these state highways north by five blocks to 14th Street, the highway congestion is eliminated along 9 th Street, allowing a safer, more pedestrian-friendly walkable interconnection between the Lake District and the adjoining historic Downtown District to the south.	\$3,500,000		2020
Marysville M4 Mid-term	2 2.3	Construct Pedestrian/Bicycle Tunnel at 14th Street and State Route 70 The presence of a rail line in the immediate proximity of a school creates hazardous conditions for mobility of pedestrians and bicyclists, both key to the economic revitalization of the community. Until the Union Pacific track bed can be relocated, providing a permanent solution (project M5), this public works project will remove a major impediment.	\$1,000,000		2020
Marysville M5 Mid-term	2 2.3	Design/install traffic-calming improvements on 9th Street With the rerouting of State routes 70 and 20 north to 14th Street, 9th Street between B and E streets reverts to a city street, separating the Lake District from the historic Downtown District. The purpose of this project is to incorporate traffic-calming features or outright abandon the street in favor of a pedestrian mall along the south shore of Ellis Lake, to improve walkability between those two economic districts.	\$750,000		2020
Marysville M6 Mid-term	6 6.1	Ellis Lake Restoration A public works project to restore the 37-acre Ellis Lake area (between 9th and 16 th streets and from B to D streets). This park and open space is a regional landmark attracting visitors throughout the Yuba-Sutter area and the north state region. The lake was developed in the 1930s by the Work Progress Administration (later renamed Work Projects Administration). The intended scope of work would include a, master plan for facility improvements around the lake, including parking, lighting, landscaping, and irrigation, together with water quality improvements for the lake itself.	\$1,000,000		2017
Marysville M7 Mid-term	2 2.3	Rebuild 5th Street to Complete Streets Standards from State Route 70 to J Street. This is one part of a multi-street local traffic circulation plan designed to accommodate heightened commuter traffic flows over the new four-lane 5 th Street bridge connecting Marysville and Yuba City, with improved access to the newly expanded Rideout Regional Health Center Campus, and serving planned future business growth within the Medical Arts District. Working in conjunction with project M8 below and modifications to 3 rd Street, this project will include engineering and construction to fulfill Complete Streets standards for safe pedestrian and bicycle use along this major surface artery.	3,250,000		2018
Marysville M8 Mid-term	2 2.3	Extend 2nd Street from State Route 70 to J Street A public works project to improve circulation around the newly-expanded Rideout Regional Health Center and commuter through-traffic between Marysville and Yuba City across the 5th Street Bridge. The project will include land acquisition, engineering and construction.	\$2,500,000		2018
Marysville M9 Mid-term	6 6.1	Decommission Wastewater Treatment Plant and Appurtenances This is a public works project to fully decommission the existing municipal wastewater treatment plant and ponds beginning in 2015 per the city's	\$2,000,000		2018

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		agreement with Central Valley Regional Water Quality Control Board. To satisfy a cease-and-desist order, the city has entered into agreement with the Linda County Water District to transfer its wastewater stream to the new regional plant in Linda effective late 2014.			
Marysville M10 Short-term	3 3.2	General Plan Update Update the General Plan to reflect current conditions and anticipated changes within the City and to include planning for growth within the City's sphere of influence.	\$300,000		2017
Marysville M11 Short-term	6 6.1	Regional Bicycle and Pedestrian "Bike Hub" The City is preparing a Bike and Pedestrian Master Plan within the city limits to connect to the broader regional bike and pedestrian trail that extends throughout Yuba County and across the Feather River into Yuba City. The purpose for the Bike Hub is to serve as a convenient portal and gateway to the regional trail system, offering a central facility for competitive bike rallies and individuals to access the regional system, and provide bicycle and pedestrian-related retail services available under one roof, including bike rental and repair shops, outdoor gear and apparel, juice bar, community meeting center and visitor center.	\$2,500,000		2017
Marysville M12 Short-term	3 3.3	East Lake Restoration A public works project to improve the nine-acre lake areas between 14th and 16 th streets and from Yuba Street to the Union Pacific Railroad track bed. The lake and surrounding open space areas have been neglected for years. Improvements would include bank stabilization, culvert work, new pathways, ADA-accessible features, lighting, landscaping, and irrigation.	\$1,000,000		2018
Marysville M13 Short-term	2 2.3	Incorporate Streetscape Improvements on State Route 70 from 1st Street to 6th Street A highway streetscape project conducted in conjunction with Caltrans resurfacing of the first six blocks of State Route 70 from the southern city limits. The principal objectives are to improve the visual appearance of the entry into Marysville, and to improve connectivity and walkability between the medical arts and the historic downtown districts.	\$2,000,000		2017
Marysville M14 Short-term	3 3.3	Rehabilitate the River District for recreation and eco-tourism A public works project to rehabilitate the waterfront setback areas along the Feather and Yuba rivers from the levees to the streambeds of both rivers. The area includes Riverfront Park and boat launch ramp, restrooms, soccer fields, vehicle parking, bicycle and pedestrian/jogging pathways, decommissioned sewer ponds.	\$1,000,000		2017
Marysville M15 Short-term	6 6.1	Acquire and Refurbish State Theater This 1920s-era movie palace has sat vacant for many years. The city would acquire the building for a community foundation and restore it as a community theater for both live and film presentations. The main auditorium seats about 500, has a full proscenium stage, flyspace above and dressing rooms in the basement. The project would involve period-correct restoration of interior and exterior walls, ceilings, lighting fixtures and marquee, arts and entertainment services, replacement of all seating and floor coverings, and updating to current codes.	\$2,000,000		2017
Marysville M16 Short-term	2 2.3	Accelerate Street Resurfacing and Improvements in the Five Major Economic Development Districts to Support Business Investment A public works project to restore and repair neglected city streets in the five principal economic development districts, involving approximately 80 blocks of Marysville city streets.	\$5,600,000		2016

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Marysville M17 Short-term	2 2.3	Refurbish and Update City Hall Refurbish the 1939 City Hall building by replacing all windows with high efficiency glazing, upgrading wiring and replacing floor covering throughout, updating HVAC control systems, updating technology capabilities in City Council chamber and replacing auditorium seating with modern comfortable seating.	\$350,000		2016
Wheatland W1 Mid-term	6 6.1	Wastewater Treatment Plant Design, environmental and planning efforts are currently underway for a plant with capacity to serve a future community of 35,000 residents; however, a short-term need may arise to provide some redundancy improvements to the existing plant before a new plant is built.	\$50,000,000	Development impact fees, unknown	Unknown
Wheatland W2 Mid-term	3 3.2	Wheatland Expressway Develop alignment alternatives, design and construct the Wheatland Expressway that connects to the Lincoln Bypass which was completed in 2012. The General Plan, adopted in 2006, provides for the expressway to be developed to the east of the existing city limits. No specific alignment has yet been determined but it will likely connect to the Lincoln Bypass south of Wheatland and then reconnect to the existing Highway 65 somewhere north of Wheatland (likely somewhere between South Beale Road and Ostrom Road). Once it is developed, ownership of the expressway would probably be transferred to Caltrans and the city would obtain ownership of the old Highway 65.	\$150,000,000	Development impact fees, unknown revenue sources to be developed	Unknown
Wheatland W3 Mid-term	6 6.1	Beale Wastewater Treatment Plant This project is currently in the conceptual stage as the City prepares to submit a proposal to Beale Air Force Base pursuant to a recent request for proposal issued by the Air Force. Through City operation, the existing Air Force-operated plant could transition to a plant serving much of southern Yuba County as a regional facility serving not only Wheatland, but much of the currently unserved unincorporated county that is slated for industrial and employment development (See Yuba County goal 2).	\$10,000,000	Development impact fees, treatment plant use fees	Unknown
Wheatland W4 Mid-term	6 6.1	Levee Improvement Projects The City is currently in the process of coordinating with local reclamation districts to protect developable lands within the City's Sphere of Influence. As a part of this effort, the City is seeking completion of a reconnaissance study for improvements to the Dry Creek levee.	\$1,000,000	Unknown	Unknown
Wheatland W5 Mid-term	6 6.1	Sunset Valley Duplexes The Sunset Valley Duplexes consists of 88 apartments made affordable to lower income families. Mercy Housing, Inc., a national nonprofit affordable housing provider, is now leading an effort to recapitalize the property through various competitive state and federal affordable housing funding sources. The plan proposes to address physical deficiencies of the property comprehensively. Goals include new water and sewer infrastructure, new landscaping, new energy efficient building systems, and complete flood risk/insurance mitigation. If funding sources are identified, total street reconstruction is also planned at \$200,000 and included in the above estimate. In partnership with residents, community groups, City of Wheatland, Yuba County, and state and federal partners, Mercy Housing is confident a successful plan can be implemented. UPDATE: Project completed December, 2015.	\$16,000,000	State, Low Income Tax Credit, Federal Home Loan Bank Grant, Mercy Housing	December 2015

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Wheatland W6 Mid-term	6 6.1	Solar Energy Projects The City of Wheatland plans to construct multiple solar energy shade structures at various city-owned facilities. Structure locations include City Hall, Police Department, and municipal wastewater treatment plant. Plans to partner with Pacific Gas and Electric will help offset project costs as well as provide for long term utility cost savings.	\$300,000	Unknown	Unknown
Wheatland W7 Short-term	6 6.1	Improve Walkability from Existing Neighborhoods to Elementary, Middle and High Schools Consistent with the City's vision is the constant improvement in the quality of life for its citizens. The existing sidewalks, curbs and gutters are inconsistent affecting both the community image as well as the public safety of citizens walking to and from schools and commercial areas; this public works project would provide needed infrastructure improvements. The City has received a Safe Routes to School state grant to accomplish approximately half the need improvements.	\$1,200,000	State, unknown	Unknown
Wheatland W8 Short-term	2 2.3	Wheatland Police Department Complex Completion The City recently purchased land and buildings from Wheatland Elementary School District to become the new Wheatland Police Department office complex. City funding has been limited; after land and building acquisition approximately 50 percent of the structural remodeling and furnishing has been accomplished. Partial completion of the remodel has allowed the Wheatland Police Department to move out of the midcentury trailer occupied previously. The project site is adjacent to Wheatland's corporation yard and elementary school district administration building and less than one quarter of a mile from the downtown core.	\$200,000	Unknown	Unknown
Wheatland W9 Short-term	3 3.4	Wheatland Community Gardens The 2012 goal of completing Wheatland Community Garden #1 was successfully accomplished with a ribbon-cutting ceremony on February 20, 2013. The project this year is to build Wheatland Community Garden #2 on the east side of town. This garden will serve the Wheatland Ranch subdivision area. When completed, the proposed Wheatland Community Garden will consist of approximately 24 planters, including 20 12-foot by 4-foot planter boxes and four U-shaped boxes with access for disabled persons. The total garden size is estimated at 50 feet by 150 feet. The garden will be secured by a decorative perimeter fence and key-code lock. The community garden will also include a gathering and picnic area, park benches, work tables, and a shed for storage. Total estimated budget was \$50,000 per site, with one site remaining.	\$50,000	Unknown	Unknown