

2019 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT



This report was prepared under an award from and approved by the U.S. Department of Commerce Economic Development Administration.

Data current at April 2019

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 2019 and concluded May 2019.

Yuba-Sutter Economic Development District CEDS Committee Members and Staff 2019

| | | |
|------------------|--------------------------------|------|
| Joe Aguilar | Government, City of Live Oak | 2019 |
| Jim Bermudez | Government, City of Marysville | 2017 |
| Don Blaser | Retail | 2019 |
| Terri Daly | Government, Yuba Water Agency | 2018 |
| Brian Davis | Government, District | 2019 |
| Rachel Farrell | Health | 2012 |
| Sandy Fowler | Education | 2019 |
| Renee Garcia | Banking | 2002 |
| Neil Goforth | Medical | 2019 |
| Jim Goodwin | Government, City of Wheatland | 2019 |
| Bob Harlan | Nonprofit | 2011 |
| Neal Hay | Government, County of Sutter | 2017 |
| Jessica Hougen | Arts/Culture | 2019 |
| Christine Ivory | Agriculture | 2019 |
| Lee Jones | Hospitality | 2011 |
| Robert LaLa | Military, Beale Airforce Base | 2019 |
| Cathy LeBlanc | Energy | 2017 |
| Mike Lee | Government, County of Yuba | 2018 |
| Kevin Mallen | Government, County of Yuba | 2010 |
| Steve Miller | Media/Communication | 2014 |
| John Nicoletti | Nonprofit | 2017 |
| Aaron Palmer | Government, City | 2019 |
| Todd Remund | Manufacturing | 2019 |
| David Read | Arts & Culture | 2019 |
| Cynthia Roderick | Economic Development | 2016 |
| Brandon Sanders | Utilities | 2019 |
| Marni Sanders | Chamber of Commerce/Tourism | 2019 |
| Steve M. Smith | Government, County of Sutter | 2019 |
| Brynda Stranix | Economic Development | 2001 |
| Dianira Soto | Government, State DOT | 2019 |
| John Tillotson | Government, District | 2017 |

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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 plans 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



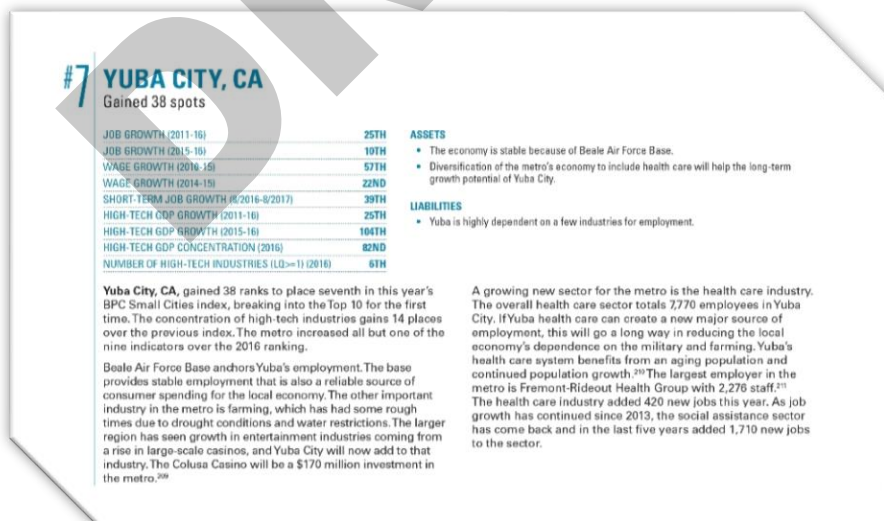
strategic direction of the action plan. The action plan establishes program priorities for implementation.

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.

According to the Milken Institute, Yuba City MSA ranked #7 best performing among small MSA's in the country in 2017.



REGIONAL ANALYSIS

The cities of Marysville (Yuba County) and Yuba City (Sutter County) lie in Northern California's Sacramento Valley within the Greater Sacramento area, and 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, hunting, boating, waterskiing, 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 upper 90s. Average annual rainfall is 22.02 inches with the majority falling from December through March.



The Yuba-Sutter region typically enjoys a plentiful water supply, 19 square miles comprising more than 12,000 acres, although the region had experienced severe drought conditions over the past several years (2011–2017). Drought conditions ended in 2017 with an overabundance of rain which caused some flooding in low lying areas and failure of both the emergency spillway and the main spillway at Oroville Dam. Both of those spillways were replaced with construction ending in January of 2019. 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 are a small



circular complex of eroded volcanic lava domes which rise as buttes above the flat plains of the Sacramento Valley in Sutter County. They are situated just outside Yuba City. Referred to as the world's smallest mountain range, Sutter Buttes has its highest point the summit of South Butte, at 2122+ feet, which is also the highest point in Sutter County. Various organizations conduct guided hikes that provide access to the privately-owned land.

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

The region is served by state routes 20, 49, 65, 70, 99 and 113 and is just north of the intersection of two major interstates, I-5 and I-80. The two major cities of the Yuba-Sutter district are only 35 miles from the Sacramento International Airport. The Sacramento Airport covers 6,000 acres serving general aviation, passenger and freight traffic and operating two 8,600-foot parallel runways, two terminals and 32 gates. The airport averages 159 landings a day with 9 domestic carriers, 5 international passenger carriers, 4 commuter carriers and 5 cargo carriers. Passenger volume was 12.05 million in 2018, a 10.44 percent increase over 2017.

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. Recently, the airport was awarded an EDA construction grant to build an additional taxiway to serve the Skyway Business Park. The Skyway Business Park has eight buildings on five acres suitable for



manufacturing or distribution. Each building is 7,920 SF with all utilities in place. The airport has easy access to highways 70, 65, 99, and 20 and is half an hour from I-5, I-80 and the Sacramento International Airport.

Sutter County Airport, 170 acres, accommodates smaller aircraft such as crop dusters and private 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 chronic operational deficits associated under 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 and is connected to Sacramento Valley Station by Yuba-Sutter Transit in Marysville at 858 I Street.



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. The Commuter Express provides peak hour service to downtown Sacramento with 9 morning and 10 afternoon schedules each weekday. The Midday Express offers 3 weekday schedules to downtown Sacramento during non-commute hours



including a noon-hour schedule. The agency also offers 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. Yuba-Sutter Transit has recently replaced its old buses and free Wi-Fi is available on all local and commuter route buses.

Military Asset – Beale Air Force Base

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

1. 9th Reconnaissance Wing (9th RW)

Mission

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

History

On May 1, 1999, the 9th Reconnaissance Wing celebrated the 50th anniversary of its activation at Fairfield-Suisun (present-day Travis) AFB, Calif. The wing's lineage and honors history extends back even further. Soon after the 9th Bombardment Wing activated, the 9th Bombardment Group inactivated and the group's lineage and honors passed on to the wing. The group stood up at Mitchel Field, New York, on Aug. 1, 1922, as headquarters for the 1st (the oldest Air Force squadron) and 5th Squadrons. The 99th Squadron joined the group on Nov. 9, 1928.

In March 1916, the 1st Aero Squadron, with Capt. Benjamin D. Foulois as commander, supported General "Black Jack" Pershing's punitive



expeditions into Mexico. Pancho Villa had raided Columbus, New Mexico, and Pershing pursued and hoped to capture him. On March 16, 1916, Capt. T.F. Dodd, with Capt. Foulois as observer, flew the first American aerial reconnaissance mission in combat. The wavy line in the middle of the 9 RW's emblem represents the Rio Grande River and the 1st Aero Squadron's operations in 1916.

Both the 1st and the 99th Aero Squadrons flew in World War I. Between 12 and 15 September 1918, they joined the great air armada of 1,481 airplanes in a massive air offensive in the St. Mihiel sector of France. The squadrons also participated in the Champagne-Marne, Aisne-Marne, and Meuse-Argonne combat operations. The four black crosses on the 9 RW's emblem commemorate these air battles.

In World War II, the 9th Bombardment Group fought in the Pacific Theater. On April 15-16, 1945, 339th Group B-29s flew 1,500 miles, low-level to avoid detection, over water, at night, to attack heavily-defended Kawasaki, Japan. Enemy searchlight, anti-aircraft guns, and flak boats destroyed four of the group's 33 bombers and damaged six others. But the attack demolished Kawasaki's strategic industrial district. The group earned a Distinguished Unit Emblem (DUE) for its actions. The unit won another DUE the following month for mining the Shimonoseki Straits and the waters around Honshu and Kyushu blocking Inland Sea traffic and isolating important Japanese ports.

After its activation in 1949, the 9th Strategic Reconnaissance Wing's 1st, 5th, and 99th Strategic Reconnaissance Squadrons flew RB-29s and RB-36s on visual, photographic, electronic and weather reconnaissance missions. The Air Force re-designated the wing the 9th Bombardment Wing on April 1, 1950. In 1953, the wing moved from Fairfield-Suisun AFB to Mountain Home AFB, Idaho. There, B-47s replaced the B-29s. The wing's B-47s were an integral part of the Strategic Air Command's (SAC) nuclear deterrent force until 1966. In November 1955, the wing displayed SAC's ability to strike anywhere in the world by flying nonstop from Mountain Home AFB to New Zealand, a distance of 8,300 miles.



The 9th returned to its roots on June 25, 1966, when the Air Force re-designated the wing the 9th Strategic Reconnaissance Wing and transferred it to Beale AFB. The wing would fly the new SR-71 "Blackbird," a supersonic, high-altitude



reconnaissance aircraft. Flying above 80,000 feet at more than 2,000 mph, the SR-71 could survey over 100,000 squares miles in an hour. The airplane quickly became operational and began flying missions throughout Southeast Asia. Rescuers used SR-71 photos to plan the raid on Son Tay prison to free American prisoners-of-war. After the Vietnam War, the SR-71 established a level-flight-at-altitude record at 85,131 feet and a straight-course speed record of 2,194 mph.



On July 1, 1976, the U-2 joined the SR-71 in the 9th Strategic Reconnaissance Wing giving the unit two of the most unique aircraft in the world. The "Dragon Lady" had gained national and international recognition with flights over the Soviet Union, China, Cuba, and Southeast Asia. The U-2 was the perfect complement to the SR-71. The Blackbird could penetrate highly-defended areas, take a "quick look," and depart at high speeds. The Dragon Lady could spend more time "on-station" and furnish a "long look" at the desired target. The U-2 was also much less expensive to fly. In 1989, the Air Force decided the SR-71 was too expensive to operate and retired the Blackbird on January 1, 1990. Although it made a brief revival in the mid-90s, today the aircraft is again retired.

The U-2, meanwhile, continued to prove its worth. In 1990-91, the wing deployed the largest contingent of U-2s ever to Saudi Arabia to support Operation DESERT SHIELD/STORM. The Dragon Lady tracked Iraqi troop and armor buildups, assessed bomb damage, and monitored a massive oil spill in the Persian Gulf. U-2 pilots alerted ground stations of Scud missile launches and guided fighter aircraft to destroy Scud launchers. After the Gulf War, the U-2 stayed in Saudi Arabia to monitor Iraqi compliance with the peace agreement. In 1998, the Dragon Lady set a weight-to-altitude record and in 1999 won the Collier Trophy, aviation's most coveted award.

In 2001, the historic 12th Reconnaissance Squadron joined the wing as the parent unit for the RQ-4 Global Hawk. An unmanned, remotely piloted high-altitude reconnaissance platform, the Global Hawk can linger over a target for 24 hours. In 2008, Beale received the Block 20 model. This adds another weapon to the 9th Reconnaissance Wing's vital role in our nation's defense. Today, the U-2 furnishes the National Command Authorities critical information on which to base



important decisions. To do this, the wing operates permanent detachments and temporary operating locations at critical sites around the world.

Today, Beale AFB is home for the U-2 Dragon Lady, T-38 Talon and RQ-4 Global Hawk.

2. 940th Air Refueling Wing (940th ARW)

Mission

Provide mission ready Citizen Airmen in support of United States National Security Objectives.

History

The 940th Air Refueling Wing has a long and distinguished history dating back to 1963. Beginning with troop carriers, the mission transitioned to air transport, military airlift, tactical airlift, air refueling, the Command, Control, Intelligence, Surveillance and Reconnaissance mission, and back to air refueling. Activated in 1963 and flying C-119Gs, the group participated in air transport, airdrop, and air landing operations in conjunction with Army Airborne forces, and also provided air evacuation as needed. In 1965, the group converted to C-124C aircraft and missions shifted to augmentation of worldwide Military Airlift Command operations. In 1972, the group converted to C-130 aircraft and returned to a mission of air transportation of airborne forces, equipment, and supplies with delivery by airdrop, extraction, and air landing. In December 1976, the wing received its first KC-135 tanker in preparation for becoming an air refueling organization. Since January 1977, the 940th performed air refueling missions worldwide and maintained an alert responsibility for Strategic Air Command. This alert responsibility ended in September 1991. The wing deployed personnel and aircraft to Jeddah, Saudi Arabia and European locations to provide air refueling and other support for allied forces before and during the 1st Gulf War (1990-1991). The wing deployed personnel and aircraft in support of NATO operations in the Balkans in the mid-1990s. After terrorists attacked the United States on 11 September 2001, the wing has participated in on-going homeland defense missions and the Global War on Terror.



The Air Force recognized the success of the 940th Air Refueling Wing by awarding seven consecutive Outstanding Unit Awards (OUAs). The unit was awarded eleven total OUAs. During Operation Allied Force, United States Air Forces in Europe commanders recognized the 940th ARW as the most productive tanker unit in the Kosovo air war. During Operation DESERT STORM, the wing achieved a milestone by being among the first Air Force units to arrive in Jedda, Saudi Arabia (with six KC-135 aircraft and 187 Reserve personnel). The unit also supported Operations IRAQI FREEDOM/NEW DAWN, ENDURING FREEDOM, RESTORE HOPE, TOMODACHI, PACIFIC PASSAGE and ODYSSEY DAWN.

3. 195th Wing (California Air National Guard)

Mission

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

History

The activation of the 195th Wing was a process that began with the Airmen of the 162d Combat Communications Group (162 CCG) and the visionary leadership of the CA Air National Guard (CA ANG). Leadership of the 162 CCG and CA ANG realized that additional missions were needed in order to stay relevant with the emerging missions of the Air Force. It was the dedication, leadership, hard work and tenacity of the CA ANG that has led to the activation of the 195th Wing. Activating the 195th Wing poised the organization to move its squadrons into the most relevant missions to meet the emerging requirements of the Air Force. Cyberspace, Intelligence, Space and Combat Communications missions are cutting edge and incorporate the Total Force Integration concept of the Active Duty, National Guard and Reserves. The activation of the 195th Wing has made the aforementioned missions more relevant than ever to the Air National Guard. The 195th Wing is an organization unlike any other wing in the Air National Guard. This organization provides the Air Force a potential template for other wings that do not have a flying mission.

4. 548th Intelligence, Surveillance, and Reconnaissance Group (ISRG)

Mission

To deliver combat power from the air with intelligence that assures Allies and wins wars.



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

5. 7th Space Warning Squadron (7th SWS)

Mission

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

History

The Air Force finished construction of the PAVE PAWS radar site at Beale AFB in October 1979. The site attained initial operational capability in August 1980. The unit was originally part of Aerospace Defense Command's 26th Aerospace Division. In December 1979, it became part of Strategic Air Command. The unit transferred to Air Force Space Command in May 1983, eventually becoming the 7th Missile Warning Squadron. When the Air Force reorganized in 1992, the 21st Space Wing activated at Peterson AFB. The 7th MWS moved to the 21st SW and was renamed the 7th SWS.

LOCAL ECONOMIC IMPACT

Beale AFB has a huge economic impact on the Yuba-Sutter community. The base supports 5,460 military personnel, 1,422 civilians and 4,659 dependents with total payroll of \$350 million. Beale executed over \$183 million in local contracts in Fiscal Year 2017. There were a total 1,927 jobs created, with an estimated annual dollar value of \$93.4 million. (Source: BAFB Economic Impact Statement Fiscal Year 2017. The next report will be available in late 2019). Beale AFB provides the community with a trained workforce with its 30,000 retirees living within a one-hour drive.

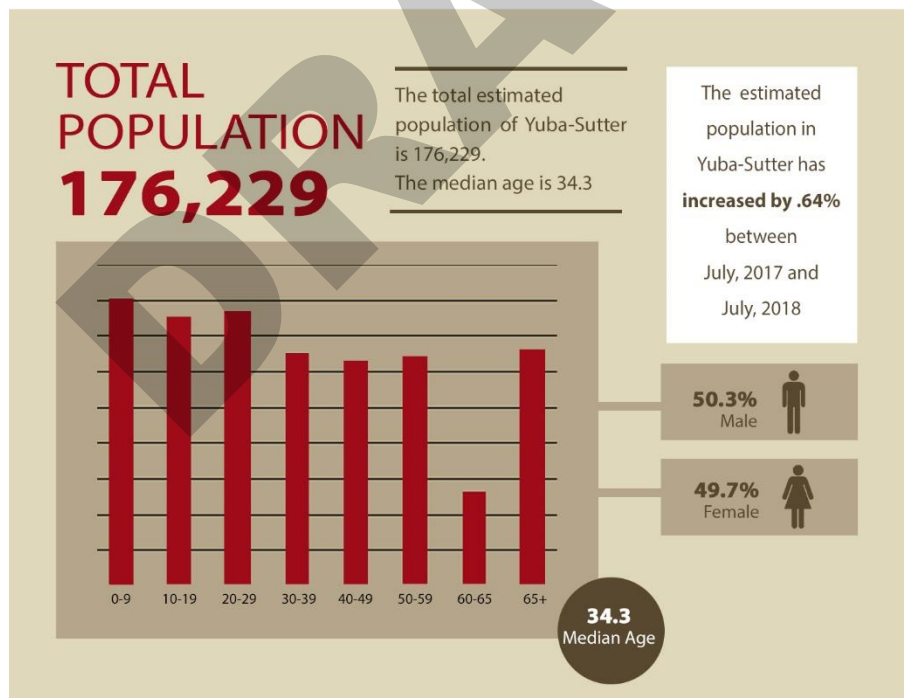


Population

According to the California Department of Finance, Sutter County's preliminary estimated population for July 2018 was 98,735, an increase of .40 percent over July 2017 data. Almost 69 percent or 68,127 Sutter 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.

Sutter County's total population is projected to reach 106,317 residents by the year 2025, an increase of 12 percent over Census 2010 figures. The county's population is projected to increase nearly 47 percent by 2060.

Yuba County's preliminary estimated population for July 2018 was 77,494, an increase over 2017 data of .95 percent. The largest city within the county, Marysville, is the county seat and one of California's most historic cities; its history as a community dates back to California's Gold Rush era. Much of Yuba-Sutter's



Data Source: California Department of Finance



agricultural, recreational, educational and industrial activities are located within Yuba County. Of the Yuba County population, more than 79 percent reside in the unincorporated areas. The population in Yuba County is projected to reach 82,967 by the year 2025, an increase of 14.9 percent above the 2010 census. Yuba County's population is projected to increase 41.4 percent by 2060.

As the area's population is expected to increase 34.8 percent over the next 30 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. The 2017 American Community Survey estimates that there are 62,429 housing units in the region with 1.5 percent homeowner vacancy and 3.8% rental vacancy.

Income and Poverty

Household income as defined by the U.S. Census Bureau is income in the past 12 months and includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not. According to the U.S. Census Bureau 2017 ACS estimates, the median household income (MHI) for Yuba City MSA is \$53,101 as compared to the California State median household income of \$67,169 and the USA's \$57,652. Yuba County's MHI was \$51,776 and Sutter County's MHI was \$54,347.

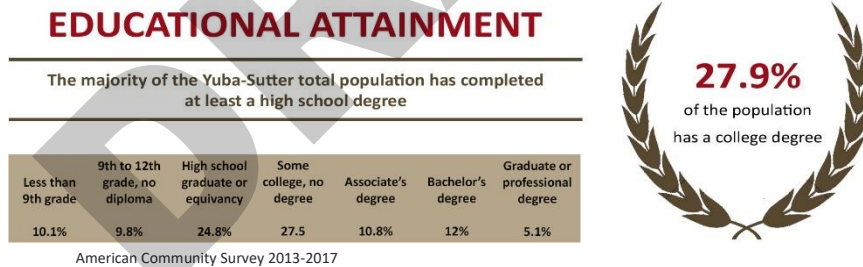


Poverty thresholds (U.S. Census Bureau) represent a federal government estimate of the point below which a household of a given size has pre-tax cash income insufficient to meet minimal food and other basic needs. American Community Survey poverty estimates, the percentage of Yuba-Sutter's families for which poverty status is determined to be 17.5 percent compared to the state's percentage of 15.1 percent and USA's level of 14.6 percent. 16.7 percent of Sutter County's families were determined to be below the poverty level as were 18.5 percent of Yuba County's families.

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 2013-2017 U.S. Census Bureau American Community Survey five-year estimates was 47,457 or 26.98 percent of the population.

Yuba City MSA had a 81.30 percent high school graduate or higher education attainment rate and 16.8 percent have attained a Bachelor's Degree or higher in 2013-2017 estimates of population 25 and over age group. Nationally, 80.2 percent are high school graduates or higher and 27.9 percent have attained an Associates Degree or higher.



Employment

Job growth creates opportunity and is considered one measure of economic health. Within the Yuba City MSA, the total civilian labor force in December 2018 was estimated by California Employment Development Department to be 74,200 up from 72,600 a year ago. The area's total industry employment gained 900 jobs in the same time period. From 2000 to 2016 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 7.8 percent in 2017; the current jobless rate is 8.6 percent for January 2018.

**LABOR
FORCE
74,200**

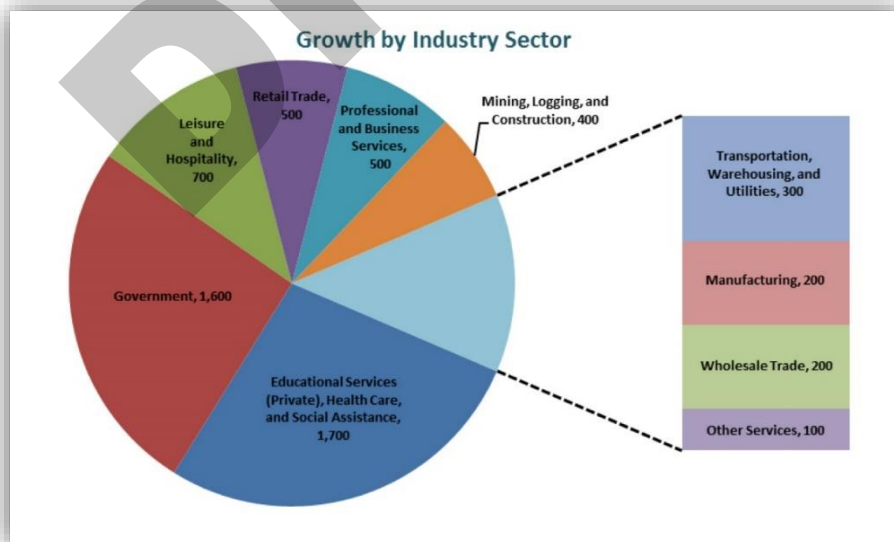
Yuba-Sutter had a labor force of 74,200 people, with a job growth rate of 2.2% for 2018, and an average unemployment rate of 7.5% at December 2018.

**JOB GROWTH
2.2
2018**

Source: California EDD/LMI

Industry Employment, which includes self-employment, unpaid family workers, private household workers, farm, and non-farm employment is expected to reach 55,400 by 2024, an increase of 15.9 percent over the 10-year projection period. Ten of 12 non-farm industry sectors are projected to grow between 2014 and 2024. Total non-farm employment is projected to grow by 6,100 jobs by 2024. Sixty-six percent of all non-farm job growth is concentrated in three industry sectors:

- Educational services (private not public owned), healthcare, and social assistance is projected to add 1,700 jobs, leading all sectors in job gains and account for 23.9 percent during the projection period.
- Government, the area's largest sector accounts for one-quarter of all non-farm employment and is projected to gain 1,600 jobs.
- Leisure and hospitality is projected to add 700 jobs.



Occupational Employment in Yuba City MSA is projected to add nearly 8,100 new jobs from industry growth and more than 11,200 job openings from replacement needs for a combined total of approximately 19,300 job openings by 2024.

Fifty occupations with the most job openings are forecasted to generate more than 1,165 total job openings annually, or 60 percent of all job openings in Sutter and Yuba counties. The top four occupations with the most job openings are farm workers and laborers; crop, nursery and greenhouse; cashiers; and personal care aides.

Yuba-Sutter's major employers outside of state and local government include: Beale Air Force Base, Adventist Health +Rideout, Marysville Joint Unified School District, Yuba City Unified School District, Sunsweet Growers, Walmart (in Yuba City and Linda), Toyota Amphitheater, Bishop's Pumpkin Farm, Sierra Gold Nurseries, Yuba College, Frank M. Booth and Sysco Sacramento, Inc.

FASTEST GROWING OCCUPATIONS



Market Research Analysts & Marketing Specialists
62.5%



Cooks, Restaurants
50%



Administrative Service Managers
50%



Security Guards
42.1%



Personal Care & Nursing Assistant
34.7%



Hosts & Hostesses Restaurants, Lounges & Coffee Shops
33.3%



Bartenders
33.3%

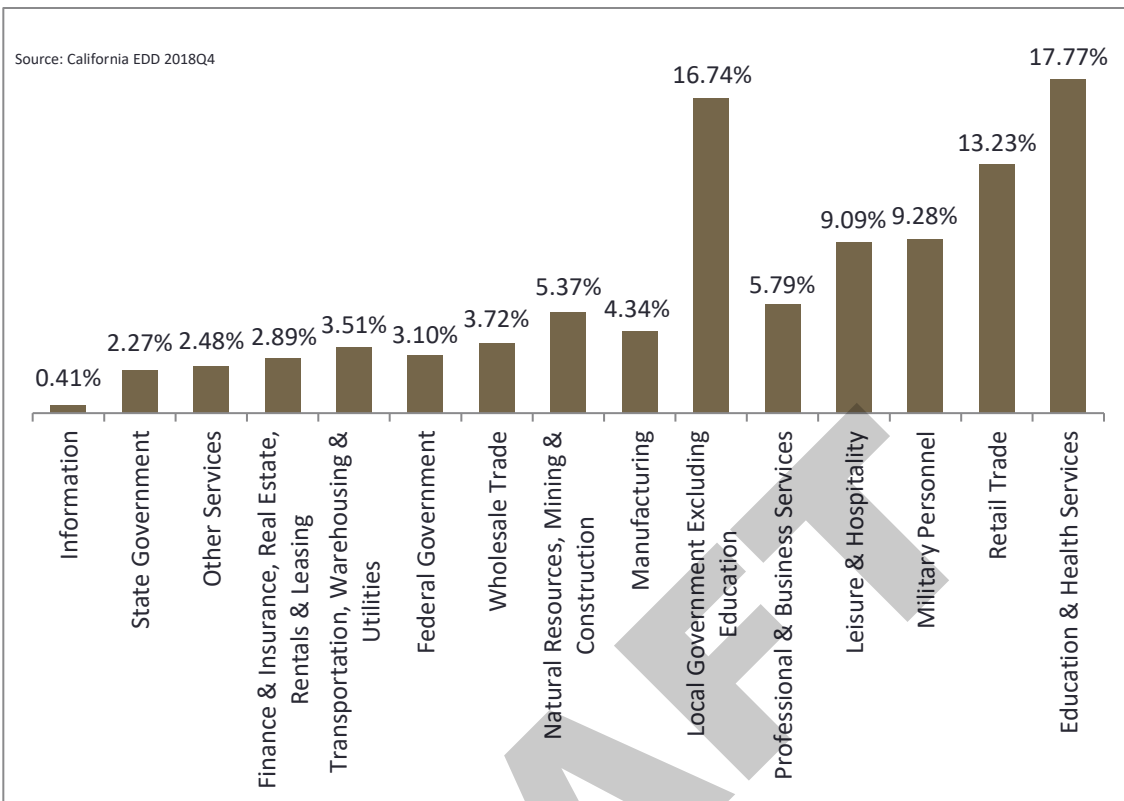


Plumbers, Pipefitters, Steamfitters
33.3%



Industrial Machinery Mechanics
33.3%





Industry

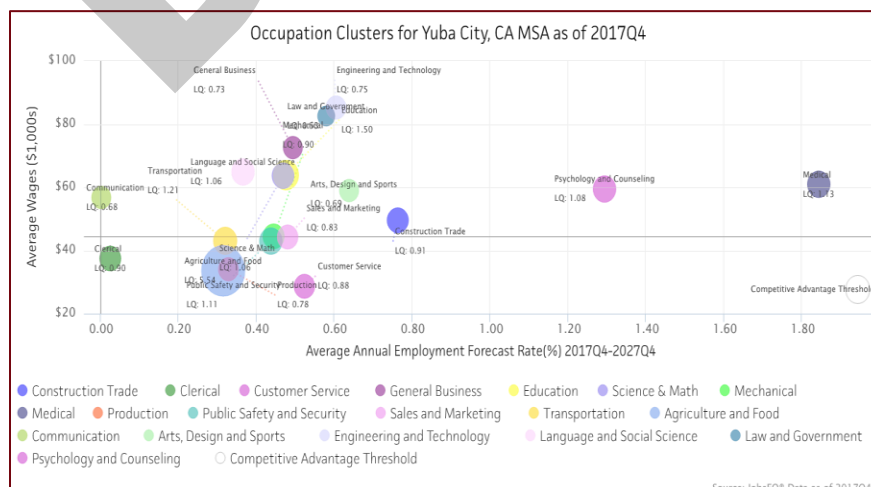
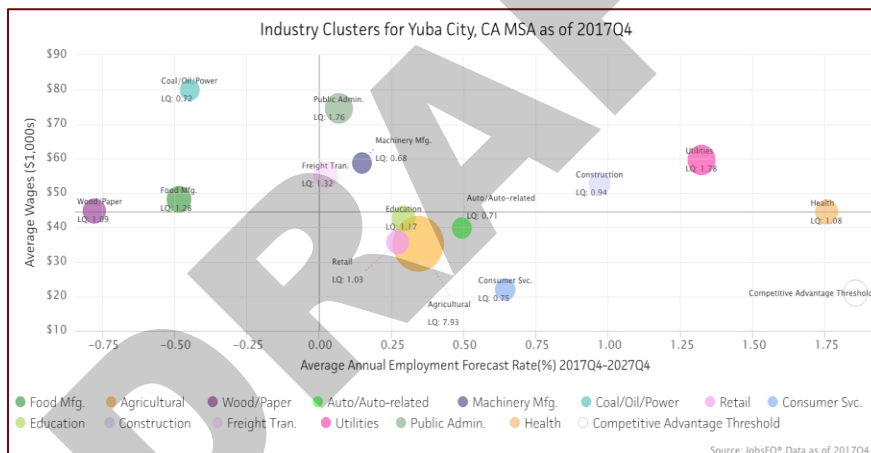
The California Employment Development Department reported the highest concentration of civilian employment in the District in 2018 was local government as shown in the chart above. In the last year, a net of 200 jobs were lost in the District, However, 300 were gained in Mining, Logging and Construction, 200 were gained in Wholesale Trade and Agriculture and State Government gained 100.



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 7.93. This cluster employs 6,096 workers in the region with an average wage of \$35,288. Employment in the Agricultural cluster is projected to expand in the region about 0.3% per year over the next 10 years.



Industry Snapshot

The following section provides an overview of industry sectors which includes a description of the industries; number of establishments and employees in each sector and a comparison to previous year. There was a total of 53,916 employed by all industries in four quarters ending with 2018Q4 with an average annual wage of \$45,108. Over the next 1 year, employment in the Yuba City MSA is projected to expand by 417 jobs. The fastest growth sector is expected to be Health Care and Social Assistance with a +2.0 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+168), Accommodation and Food Service (+33), and Retail Trade (+32).

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 2017, Sutter County's gross agricultural production value was \$583,996,000. This is an increase of \$69,624,000 or 13.5 percent above the 2016 total value.

Rice remains the top-ranking crop in 2017 with slight increases in yield and price to a total value of \$151,710,000. Historic wet weather in late winter and early spring caused a 28.8 percent decrease in rice acreage due to prevented planting. The total value of walnuts increased nearly 10 percent in 2017 due to higher acreage and price, rising to \$130,414,000. After a devastating crop loss in 2016, prunes rebounded to third from seventh with an increase in total value of 113 percent to \$52,372,000. Nursery products remained in fourth with an increase in total value to \$47,349,000 or 32.8 percent. Processing peaches ranked fifth with decreases in acreage, yield and price with total value of \$43,349,000. Almonds increased nearly 30% yet remained in sixth due to a drop in price as total value rose to \$36,278,000.



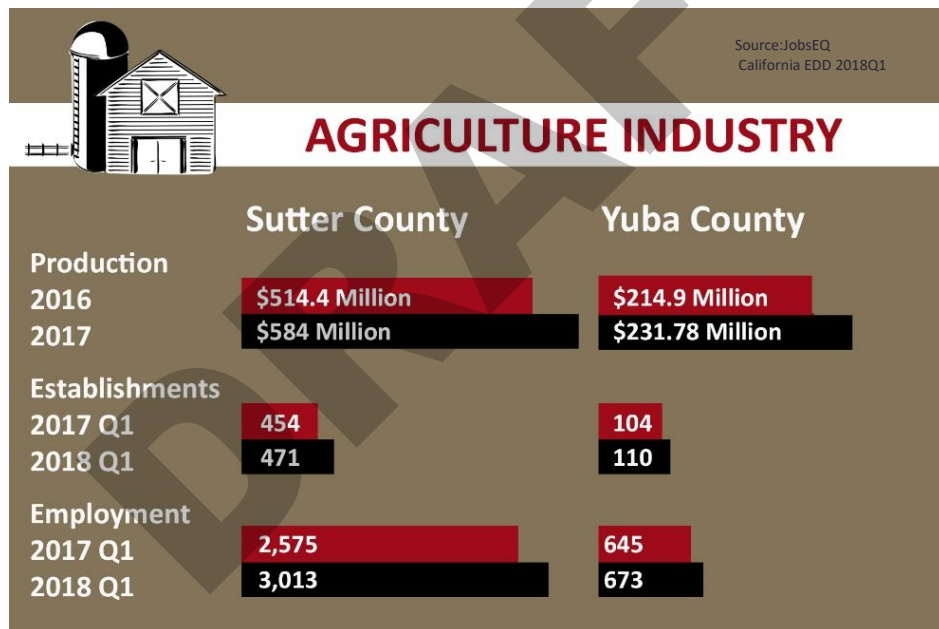
The Yuba County 2017 Annual Crop Report stated that agricultural production for 2017 was at \$231,777,000 up approximately 8 percent from the 2016 value. The increase in value is primarily due to higher prices for walnuts and increase yield in prunes which experienced significant crop failure in 2016. Milk, timber and almonds also had notable increases in value. Lower prices for many crops continue to pose significant challenges for producers. There were significant changes in value for the counties top four crops in 2017. Walnuts continue to lead as Yuba County's top crop generating over \$74 million in gross value. Rice remains the number two crop in the county at over \$36 million despite



decreased acreage and crop yields. Prune production increased to over \$33 million after recovering from crop failure due to inclement weather and peach prices were lower in 2017 due to inclement weather and peach production was lower in 2017 resulting in a drop-in value to \$23 million.

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

In 2018Q1 there were 581 agriculture establishments in Yuba-Sutter, with 471 in Sutter County employing 3,013 and 110 in Yuba County employing 673. The agriculture industry employment increased 9.95 percent over the last decade and in 2018, increased 14 percent since 2017.



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)

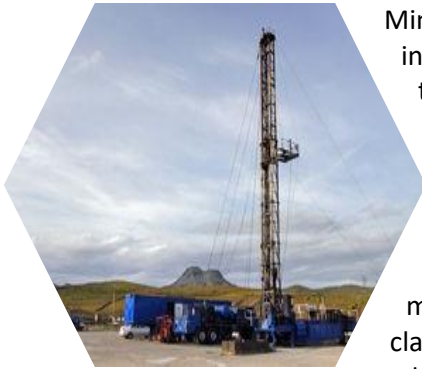


and gases (such as natural gas). The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.

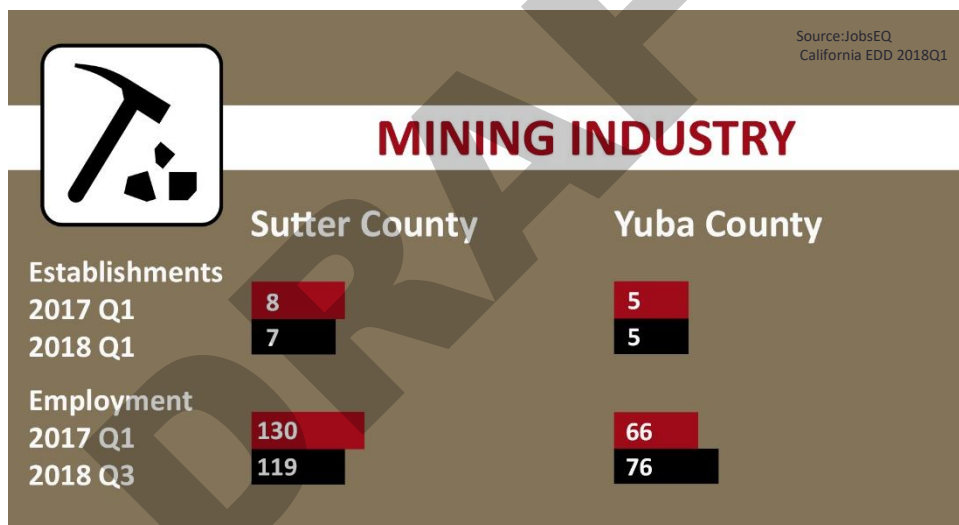
The mining sector distinguishes two basic activities: mine operation and mining support activities. Mine operation includes establishments operating mines, quarries, or oil and gas wells on their own account or for others on a contract or fee basis. Mining support activities include establishments that 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.



In 2018Q1, there were 12 mining establishments in Yuba-Sutter, with seven in Sutter County employing 119 and five in Yuba County employing 76. The mining industry employment decreased 20.7 percent over the last decade and in 2018, .5 percent since 2017.

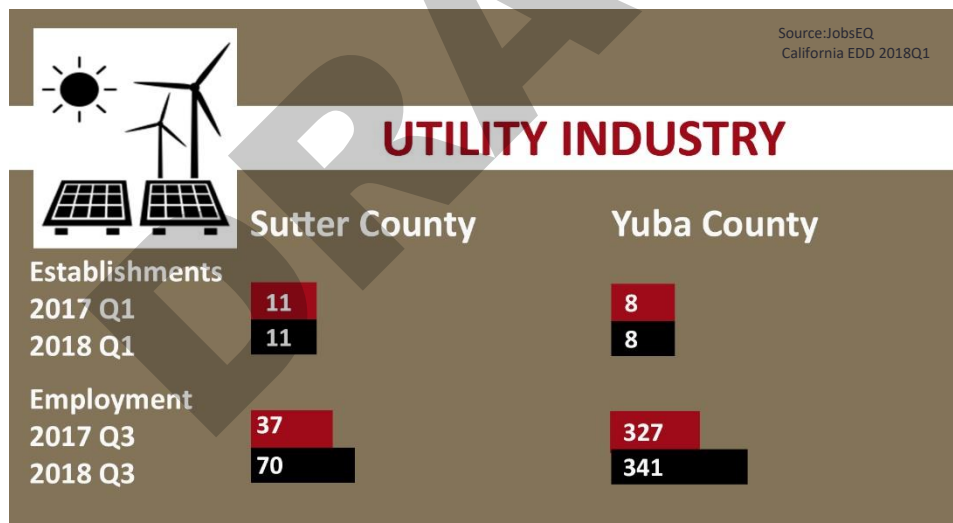


Utilities

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 and mining; 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 2018Q1 there were a total of 19 water and utility establishments in Yuba-Sutter, with 11 in Sutter County employing 70 individuals and eight in Yuba County employing 341. The utility industry has decreased 21.56 percent in the last decade but in 2018, increased 12.9 percent since 2017.



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, turn-key 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.



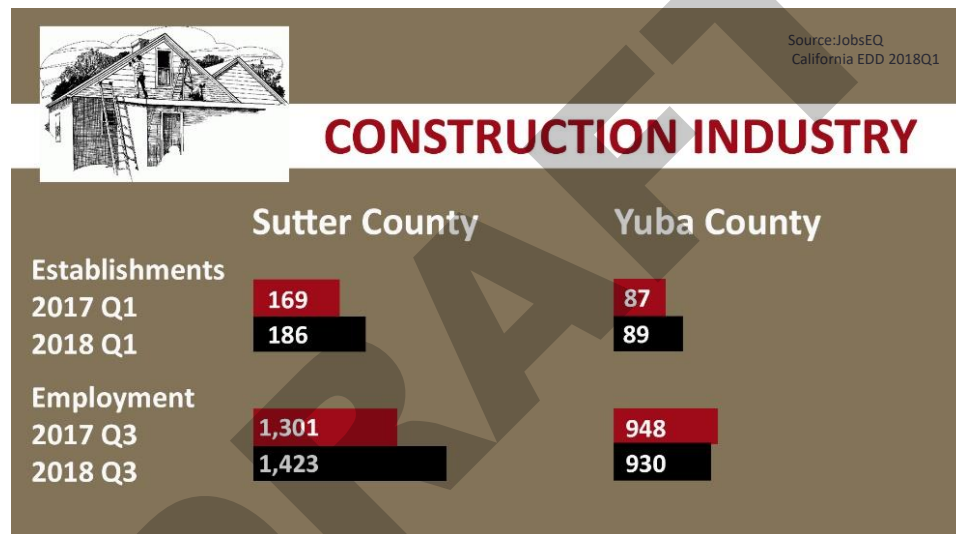
Establishments primarily engaged in activities to produce a specific component (e.g., masonry, painting, and electrical work) of a construction project are commonly known as specialty trade contractors. Activities of specialty trade contractors are usually subcontracted from other construction establishments, (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 2018Q1 there were 275 construction establishments in Yuba-Sutter, with 186 in Sutter County employing 1,190 and 89 in Yuba County employing 855. The construction industry employment decreased 1.064 percent over the last decade but in 2018, increased 9.83 percent since 2017.

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

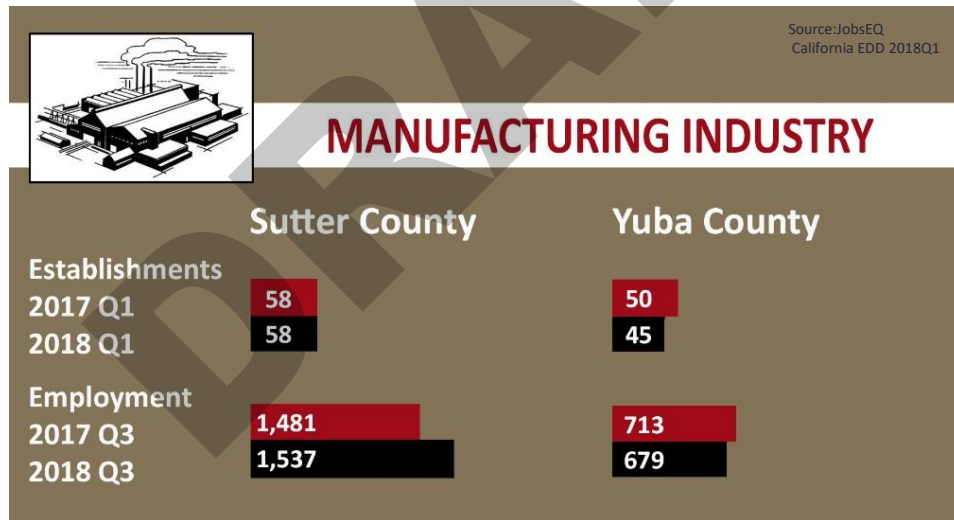


products is considered manufacturing, except in cases where the activity is appropriately classified as construction.

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 2018Q1 there were 103 manufacturing establishments in Yuba-Sutter, with 58 in Sutter County employing 1,477 and 45 in Yuba County employing 715. The manufacturing industry employment decreased 7.0 percent over the last decade but in 2018, increased 3.7 percent since 2017.



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 to business electronic markets, agents and broker that arrange sales and purchases for others generally for a commission or fee.

In 2018Q1 there were 107 wholesale trade establishments in Yuba-Sutter, with 78 in Sutter County employing 1,384 and 29 in Yuba County employing 236. The wholesale trade sector employment increased 16.42 percent over the last decade and 8.88 percent since 2017.





Source: JobsEQ
California EDD 2018Q1

WHOLESALE TRADE

Sutter County

Yuba County

Establishments

2017 Q1

72

32

2018 Q1

77

29

Employment

2017 Q3

1,321

231

2018 Q3

1,393

234

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 various forms of mass-media, social and direct mail 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 on-line 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.





Source: JobsEQ
California EDD 2018Q1

RETAIL TRADE

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 265 | 113 |
| 2018 Q1 | 263 | 115 |
| Employment | | |
| 2017 Q3 | 4,435 | 1,507 |
| 2018 Q3 | 4,453 | 1,696 |

In 2018Q1 there were 378 retail trade establishments in Yuba-Sutter, with 263 in Sutter County employing 4,436 and 113 in Yuba County employing 1,596. The retail trade industry employment decreased 5.17 percent in the last decade but in 2018, increased 1.67 percent since 2017.

Transportation and Warehousing

The transportation and warehousing sector include 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 identifies 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.

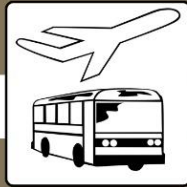
A separate subsector for support activities is established in the sector because, first, support activities for transportation are inherently multimodal, such as freight transportation arrangement, or have multimodal aspects. Secondly, there are production processes similarities among the support activity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





Source: JobsEQ
California EDD 2018Q1

TRANSPORTATION & WAREHOUSING

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 86 | 40 |
| 2018 Q1 | 103 | 44 |
| Employment | | |
| 2017 Q3 | 1,025 | 525 |
| 2018 Q3 | 1,298 | 509 |

In 2018Q1 there were 147 transportation and warehousing establishments in Yuba-Sutter, with 103 in Sutter County employing 1,157 and 44 in Yuba County employing 514. The transportation and warehousing industry employment has increased 22.5 percent in the last decade and 12.07 percent since 2017.

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; and provide data 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.





INFORMATION INDUSTRY

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 11 | 7 |
| 2018 Q1 | 10 | 8 |
| Employment | | |
| 2017 Q3 | 177 | 135 |
| 2018 Q3 | 173 | 134 |

In 2018Q1 there were 18 information establishments in Yuba-Sutter, with 10 in Sutter County employing 178 and 8 in Yuba County employing 135. The information industry employment decreased 35.3 percent in the last decade and 1.6 percent since 2017.

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:

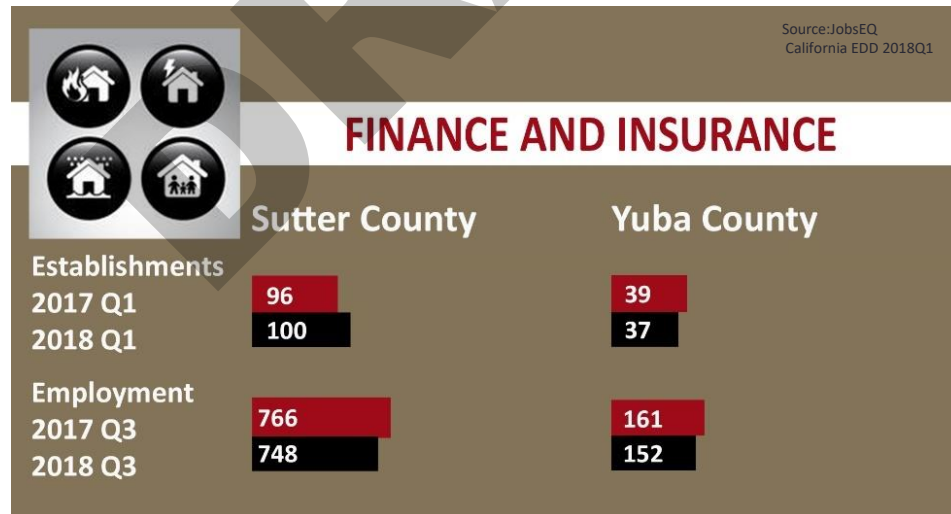
- Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities. Establishments engaged in this activity use raised funds to acquire financial assets by making loans and/or purchasing securities. Putting themselves at risk, they channel funds from lenders to borrowers 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.



In 2018Q1 there were 137 finance and insurance establishments in Yuba-Sutter, with 100 in Sutter County employing 740 and 37 in Yuba County employing 157. The finance and insurance industry employment increased 26.23 percent over the last decade but decreased 2.91 percent since 2017.

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 non-financial intangible assets (except copyrighted works).

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





Source: JobsEQ
California EDD 2018Q1

REAL ESTATE, RENTAL, & LEASING

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 75 | 37 |
| 2018 Q1 | 77 | 33 |
| Employment | | |
| 2017 Q3 | 502 | 76 |
| 2018 Q3 | 471 | 82 |

In 2018Q1 there were 110 real estate, rental and leasing establishments in Yuba-Sutter, with 77 in Sutter County employing 475 and 33 in Yuba County employing 77. The real estate, rental and leasing industry employment decreased 22.51 percent over the last decade and decreased 6.04 percent since 2017.

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.





Source: JobsEQ
California EDD 2018Q1

PROFESSIONAL, SCIENTIFIC & BUSINESS SERVICES

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 129 | 80 |
| 2018 Q1 | 133 | 79 |
| Employment | | |
| 2017 Q3 | 607 | 612 |
| 2018 Q3 | 598 | 628 |

In 2018Q1 there were 212 professional, scientific, and technical services establishments in Yuba-Sutter, with 133 in Sutter County employing 613 and 79 in Yuba County employing 619. The professional, scientific and technical services industry employment decreased 8.2 percent over the last decade and increased 0.16 percent since 2017.

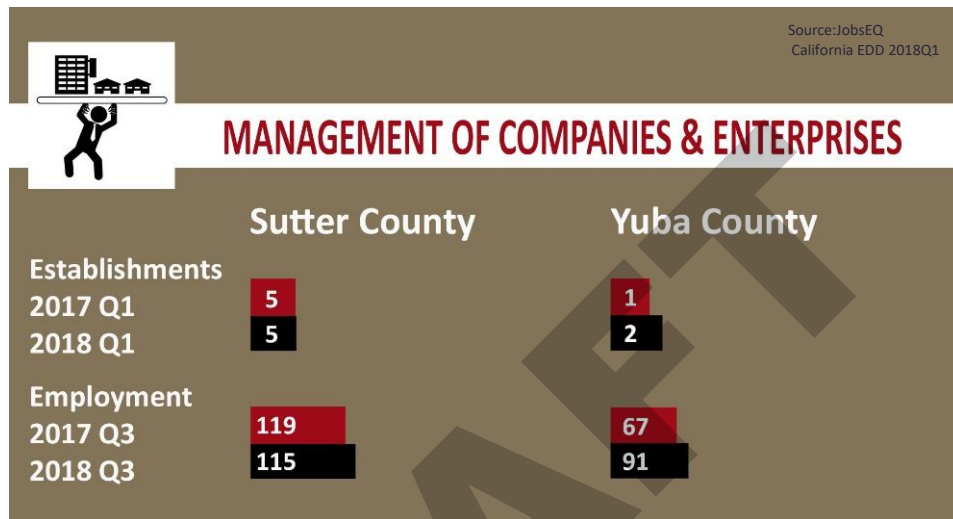
Management of Companies and Enterprises

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 in the public administration sector.



In 2018Q1 there were seven management of companies and enterprises establishments in Yuba-Sutter, with five in Sutter County employing 124 and two in Yuba County employing 70. The management of companies and enterprises industry employment decreased 17.7 percent over the last decade and 1.52 percent since 2017.

Administrative and Support and Waste Management and Remediation Services

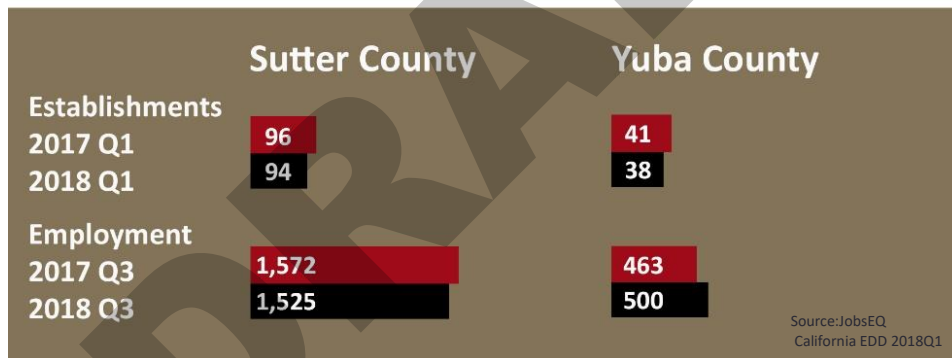
The administrative and support and waste management and remediation services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. 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



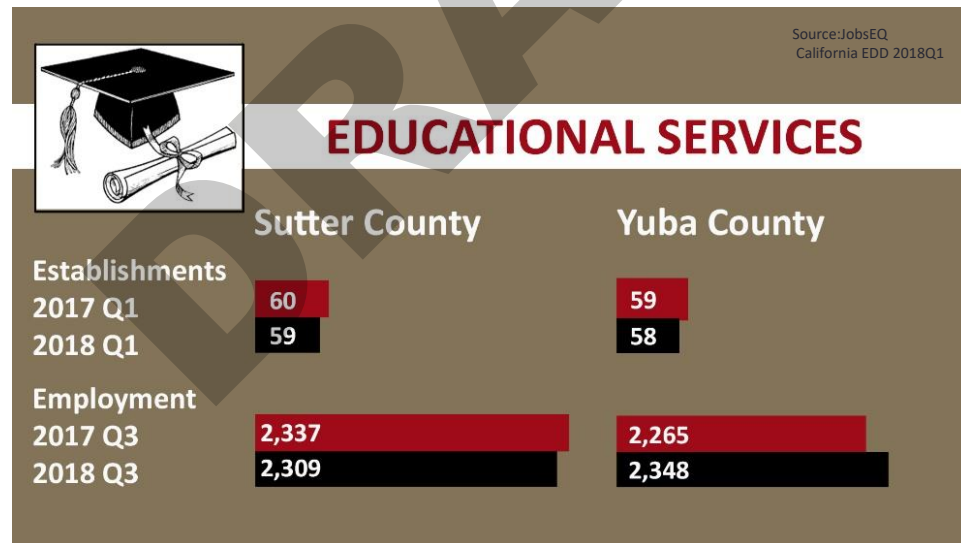
In 2018Q1, there were 132 administrative and support and waste management and remediation services establishments in Yuba-Sutter, with 94 in Sutter County employing 1,344 and 38 in Yuba County employing 459. The percentage change of administrative and support and waste management and remediation services industry employment since 2008 has increased 11.32 percent and in 2018, decreased 0.49 percent since 2017.



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, demonstrate, supervise, facilitate, 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 special 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 2018Q1 there were 117 educational services establishments in Yuba-Sutter, with 59 in Sutter County employing 3,043 and 58 in Yuba County employing 2,617.



The educational services industry employment has increased 4.4 employment percent over the last decade. There were 5,660 employed in the educational services industry in 2018Q1, a 1.3 percent increase since 2017.

There are 19 public and private colleges and universities within 50 miles of Yuba City (Sutter County). The nearest college is Yuba College in the unincorporated part of the Yuba Community College District and also has a significant Yuba City location. Cambridge Junior College, located in Yuba City, offers programs in the healthcare industry. The nearest four-year public university is the University of California-Davis, 41 miles and California State Universities, Sacramento and Chico are approximately 48 miles from the center of Yuba City. The nearest accredited private university is Brandman University, located in Yuba City.



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, non-medical diet and weight reducing centers and personal and laundry services.





Source: JobsEQ
California EDD 2018Q1

HEALTHCARE & SOCIAL SERVICES

| | Sutter County | Yuba County |
|-----------------------|---------------|-------------|
| Establishments | | |
| 2017 Q1 | 1,069 | 670 |
| 2018 Q1 | 1,129 | 722 |
| Employment | | |
| 2017 Q3 | 4,312 | 3,440 |
| 2018 Q3 | 4,593 | 3,549 |

In 2018Q1 there were 1,851 healthcare and social assistance establishments in Yuba-Sutter; 1,129 in Sutter County employing 4,381 and 722 in Yuba County employing 3,459. The healthcare and social assistance industry employed 7,840 in 2018Q1 and has increased 45.08 percent over the last decade and increased employment 4.81 percent since 2017.

Arts, Entertainment and Recreation

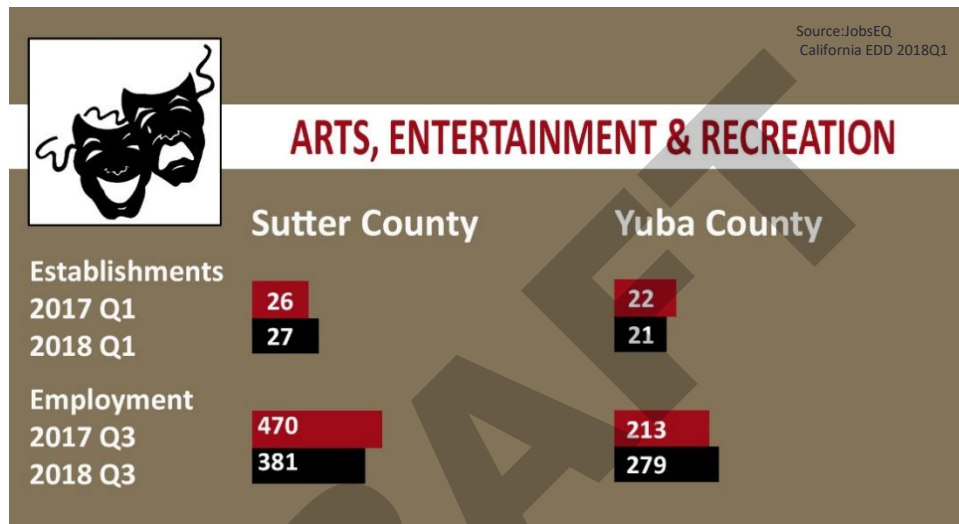


The arts, entertainment, and recreation sector include a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector is comprised of establishments that are involved in producing, promoting, 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.



In 2018Q1, there were 48 arts, entertainment, and recreation establishments in Yuba-Sutter, with 27 in Sutter County employing 439 and 21 in Yuba County employing 249. The arts, entertainment, and recreation industry employment increased 66.51 percent over the last decade. In 2018Q1 employment increased 1.31 percent since 2017.



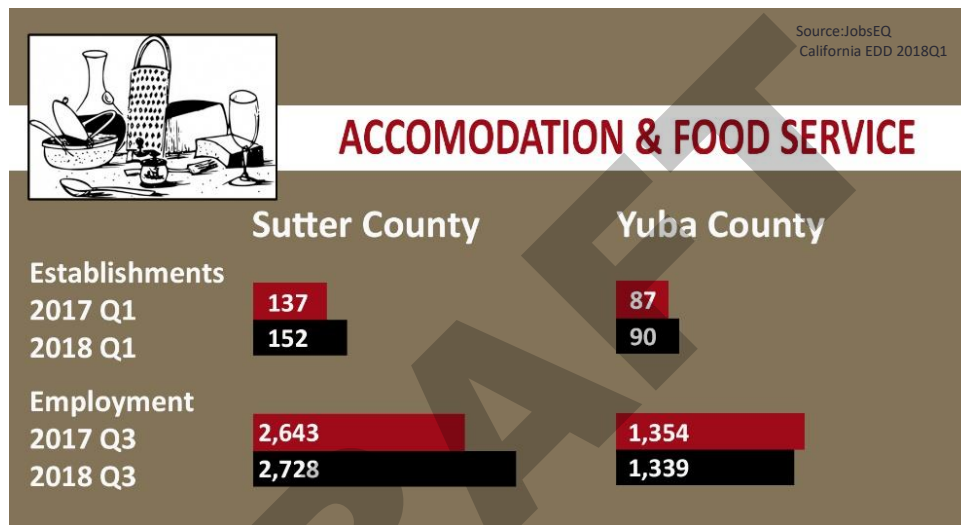
Accommodation and Food Services

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 2018Q1, there were 242 accommodation and food services establishments in Yuba-Sutter, with 152 in Sutter County employing 2,577 and 90 in Yuba County employing 1,303. The accommodation and food services industry employment increased 21.3 percent over the last decade and increased 1.82 percent since 2017.

Other Services (Except Public Administration)

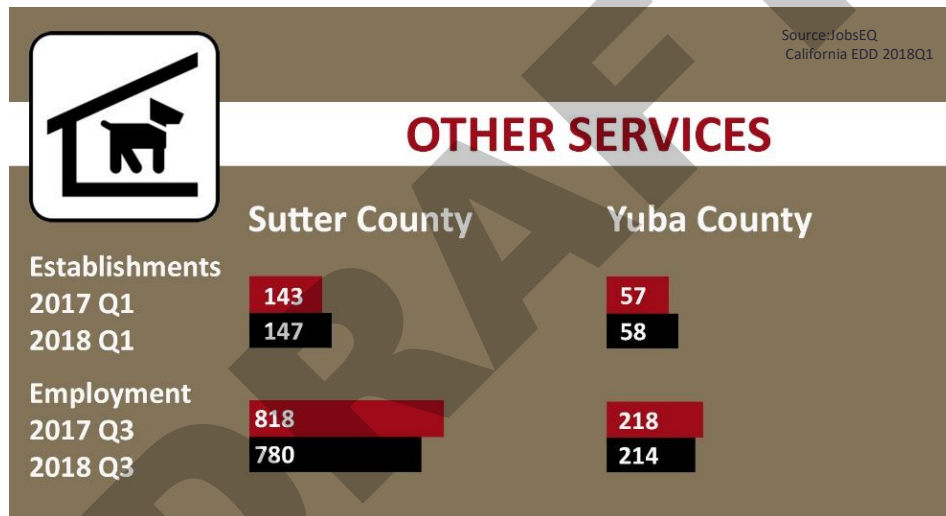
The other services (except public administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting 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 that are primarily engaged in retailing new equipment and also establishments performing repairs and general maintenance of equipment. These establishments are classified the retail trade sector.



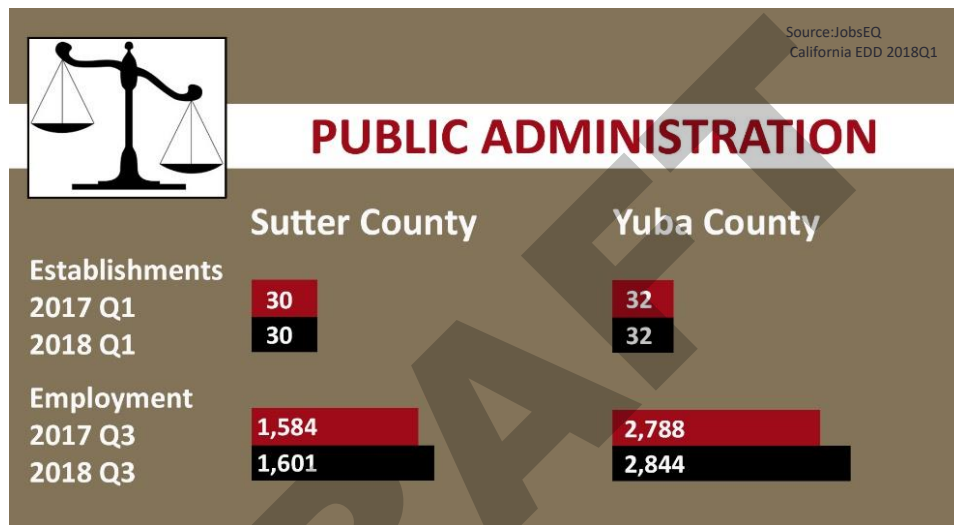
In 2018Q1, there were 205 other services establishments in Yuba-Sutter, with 147 in Sutter County employing 719 and 58 in Yuba County employing 209. The other services industry employment decreased 42.07 percent over the last decade and decreased 5.5 percent from 2017.

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 services produced in sectors typically identified with private-sector establishments. In general, ownership is not a criterion for classification in North American Industry Classification System (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 2018Q1 there were 62 public administration establishments in Yuba- Sutter, with 30 in Sutter County employing 1,593 and 32 in Yuba County employing 2,807. The public administration industry employment decreased 13.5 percent over the last decade but increased 1.31 percent since 2017.



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 in 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 Rosenberg, M.M. Rosenberg & 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.

The Economic Development Administration (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’s 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 their 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 Counties are served by several major state highways. Sutter County is served by highways 20 and 99 and Yuba County is served by highways 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.

- ◆ For Beale AFB, the roads that service the base are in need of major upgrades and improvements.
- ◆ Cities in both counties are in dire need of road improvements and safe walking environments.
- ◆ Improved highway access and thoroughfares through cities. In- adequate 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 are at the point of failure and are 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 are the largest employers of the area. There is the potential for cluster development in all of these industries such as medical research, ag-tourism and base support in technical assistance.



Weakness – Both counties suffer from a lack of diversity in the region's 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 ag-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 an 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 ag-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 and 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 Junior 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, now Adventist Health +Rideout, has expanded its facility to provide first-rate emergency service including a helipad, additional beds and services.
- ◆ Partnerships with federal and state agencies to promote and educate land conservation by providing an ongoing outdoor education program at Shady Creek Outdoor School and within the Sutter Buttes via the Middle Mountain Interpretive Hikes and Education Program. This program brings in over 2500 students and an additional 200 visitors to the Sutter Buttes each year. Regional promotion, land conservation and agricultural lands preservation efforts utilizing Sutter Buttes Land Trust, a national accredited land trust.



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 Health, 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.
- ♦ 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 are 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 region's 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

The CEDS Strategy committee reviewed regional general plans, past CEDS documents, and the SWOT Analysis results to develop four regional pillars for the framework for the goals and objectives of the region's future economy. These pillars are: Innovation & Economic Development, Talent Supply and Education, Infrastructure & Sustainable Growth, Quality of Life and Quality Places. A complete list of public works projects by jurisdiction is included as Appendix B. Yuba-Sutter Public Works Projects.

Pillar 1. Innovation & Economic Development

Goal 1 – Economic Development Promote adaptive economic development that encourages entrepreneurship, supports existing businesses, attracts new employers and create jobs.

Objective 1.1 – Encourage a positive local investor environment and increase access to business capital. Formulate and deliver supportive tools for both small-scale 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.



Action 1.1.1 – YSEDC: To improve and enhance the diversification and sustainability of the economy by assisting the community in retaining and creating jobs, and by enhancing development opportunities and facilitating business investments in the region.

Action 1.1.1 2018/2019 Progress – YSEDC: YSEDC BEAR Program to date had scheduled a Business Walk in early October 2018 however, walk was cancelled due to poor air quality from the Camp Fire. YSEDC and the Yuba-Sutter Business Consortium conducted a Labor Law and Business Resource Seminar in December 2018 with 41 business represented. A second Business Walk in is scheduled May. and a business seminar in mid-May. To date, (March 30, 2018) YSEDC'S revolving loan program had 19 inquiries in FY 2018/2019, loaned \$271,594.00 and 12 jobs were created and 8.5 retained. YSEDC provided technical assistance to 20 nonprofits, 2 private entities and 5 public entities; wrote or assisted in writing 3 grants for public works projects. YSEDC produces and updates the annual Comprehensive Economic Development Strategy document.

Action 1.1.2-YSEDC: Encourage a positive local investor environment and increase access to business capital.

Action 1.1.2 2017/2018 Progress – YSEDC: To date, (April 6, 2019), YSEDC has responded to 21 RFPs in business attraction program of which 7 projects are still in progress, and 9 were terminated as the area was unable to compete due to lack of infrastructure or brick and mortar stock. Two companies have been sited. One company, Hard Rock Sacramento at Fire Mountain is under construction with a completion date scheduled for the fall of 2019. It is estimated that this casino will create 1000 to 1200 jobs and is currently in the hiring process. was sited and is operational with 15 employees and one company, SF Metal Works, while not sited in Yuba-Sutter region was sited in neighboring Colusa County. The second company,



WTE, Tollcrest Digester was sited in Wheatland and is pending funding.

Objective 1.2 Support efforts to attract, maintain, promote and expand regional industries.

Action 1.2.1 – Live Oak: Maximize opportunities for new business investment that provide jobs and support the local tax base.

Action 1.2.2 – YSEDC: Maximize opportunities for new business investment that provide jobs and support the local tax base. Encourage investment through advertisement and promotion of the region.

Action 1.2.2 YSEDC Regional Promotion 2018/2019 Progress: YSEDC continues to promote the region via website and Facebook promotions.

Action 1.2.3 – Sutter County: Create reasonable and fiscally prudent local incentives to attract and support growth of new and existing businesses

Action 1.2.4 – 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 1.2.5 – Yuba County: Develop the Highway 65 corridor and Sports and Entertainment Zone area.

Action 1.2.5 – Yuba County 2018/2019 Progress: Early in 2018, the Enterprise Rancheria tribe's Fire Mountain Resort and





Casino partnered with Hard Rock International. The complex was renamed Hard Rock Sacramento at Fire Mountain. It is located on 40 Mile Road in Yuba County in the Highway 65 corridor, 35 miles north of Sacramento and 10 miles south of Marysville.

Construction began in the summer of 2018 and is slated for completion in the late fall of 2019. A major construction milestone, topping off ceremony was celebrated, February 2019. The construction process of the project employed over 1,000 workers. The casino is expected to be roughly 320,000 square feet and will include a casino, gourmet restaurant, bar, banquet and meeting facilities, an area for guest support and an eight-story hotel with 152 rooms. Once opened, it is anticipated that the hotel and casino will add 1200 – 1400 jobs – both specialized and general.

Action 1.2.6 – Yuba-Sutter Economic Development Corporation

Support, promote and provide technical assistance to regional development projects.

Action 1.2.6 – Yuba-Sutter Economic Development Corporation

2018/2019 Progress: YSEDC provided over 750 staff hours in regional promotion and technical assistance to jurisdiction projects.

Action 1.2.7 – 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 1.2.7 2018/2019 Progress – Yuba County Airport

Project #YA6: Yuba County Airport taxiway project is being funded through a Department of Commerce, EDA Construction Grant. The required grant match is provided by community partner Rice Aircraft Services. This project will allow businesses in the industrial park located on the west side of the airport access. Rice Aircraft Services and other businesses entities anticipate creating 100 new jobs within nine years of completion of the taxiway. Currently the project is under review for a budget amendment due to substantial increase in construction costs. Additional funding is being sought in order to complete the project. An Engineering and Architectural firm has been identified however at this time the contract has not been awarded.



Action 1.2.8 – Yuba County Project # PVT1 Camptonville Community Partnership (CCP), is a small, rural, community-based non-profit organization located in the town of Camptonville in the Yuba County foothills that proposes to develop a small forest biomass to energy facility that would be part of a new small business campus, located in an unincorporated area approximately 11 miles southwest of Camptonville and 3 miles east of Dobbins. CCP intends to attract other businesses to the site, where heat and power would be available from the facility making the overall facility a high efficiency combined heat and power operation.



Action 1.2.8 2018/2019 Progress – Yuba County Project #PVT1 Progress to date includes bioenergy power plant feasibility study, technology due diligence, co-products consideration, project developer selection, site assessment, and



financial model. CCP is expected to soon complete the facility's conceptual engineering and design, fuel specification, and construction budget and timeline, and to obtain the project's Conditional Use Permit/CEQA and its utility interconnection study. CCP is working to get under contract on its California Energy Commission Electric Program Investment Charge (EPIC) grant program. This \$4.9M grant will fund a portion of the bioenergy facility's equipment and construction. In December 2018, CCP received two additional grants: one from Yuba Water Agency which will fund preparation of the project's Conditional Use Permit/CEQA and site due diligence, and a second from the Sierra Nevada Conservancy's Timber Regulation Forest Restoration Fund which will support the facility's integration design and engineering. In March 2019, CCP together with the South Yuba River Citizens League (SYRCL), the Tahoe National Forest and Yuba Water Agency received a grant from the California Department of Conservation Watershed Coordinator project to lead a collaborative forest health program in the Yuba River watershed. SYRCL is the fiscal agent for this grant.

Action 1.2.9 – 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 1.2.10– 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 or the proximity of Beale Air Force Base.

Action 1.2.11– Wheatland: Promote the usability of existing zoned land for industrial and commercial development, including retail.

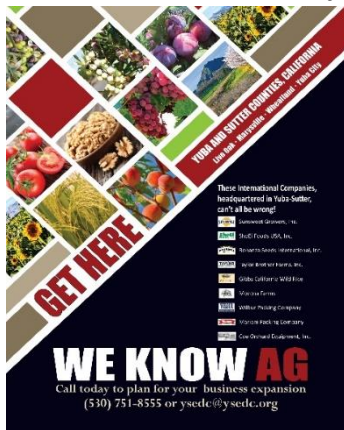
Action 1.2.11– Wheatland 2018/2019 Progress: Wheatland Taco Bell opened March 2018. This \$1.2 million investment to develop



the land, build the restaurant and purchase equipment created 30 new jobs in Wheatland.

Goal 2. Agriculture and Tourism Sectors – Support and enhance agriculture and agriculture-based tourism as one of the region’s emerging industry sectors.

Objective 2.1 - Collaborate with regional organizations to increase the marketing of Yuba-Sutter to support an approach to tourism and expand agricultural industries.



Action 2.2.1 Yuba-Sutter Ag Tourism Program - To become a full and vibrant partner in Farm to Fork and to have a robust plan to engage regional agriculture partners and to build exposure to promote all six jurisdictions with an emphasis on creating a conduit for local growers and vendors to market their goods. These projects would include leveraging preexisting venues and activities such as Bishop’s Pumpkin Farm which draws 180,000 visitors in the fall.

Action 2.2.1 2018/2019 Progress: Yuba-Sutter Economic Development Corporation continues its marketing campaign to attract national and international industries for the district. The campaign is to promote regional attraction for agriculture, manufacturing, tourism and other industries through print and electronic media tools.

Action 2.2.2 – Sutter County: Promote, sustain, and diversify agricultural industries countywide.

Action 2.2.3 – Sutter County: Expand local agriculture.

Action 2.2.4 – 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 2.2.5 – 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 3. Military Assets – Promote the continued viability of military installations in close proximity to the region.

Objective 3.1 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.



Action 3.1.1 – BAFB R12 Repair Utilities in Beale East Design, repair and install underground utilities in support of recently constructed housing

Action 3.1.2 – BAFB R13 Repair & Upgrade Mountain View Housing Utilities (Const) Design, repair and install underground utilities in support of recently constructed housing.

Action 3.1.3 – BAFB R14 (AFRC) Repair Bldg. 11076, Dock 5 Complete restoration and modernization of 940th ARW maintenance hangar to address all life safety issues, incl. electrical switchgear.



Action 3.1.4 – BAFB R15 Construct Common Mission Command Center (CMCC) This project is a new, approximately 83,000 sf Common Mission Control Center (CMCC) to be constructed adjacent to the new Distributed Common Ground Station Operations Facility (DCGS), currently under construction.

Action 3.1.5 – BAFB R16 (AFRC) Repair Fuel Cell, Dock 4, B1088 (D-B) Complete restoration and modernization to address life & safety issues for the KC-135 mission.



Action 3.1.6 – BAFB R17 Repair Harris Fitness Center, B2418 (Const.) Demolish portion of the existing building and construct approx. 6,578 s.f. two-story building replacement. Interior renovations of approx. 8,000 s.f. of space that includes replacement of HVAC and installation of new fire protection systems.

Action 3.1.7 – BAFB R18 New Temporary Lodging Facility Construct 34 new TLFs units including support and outdoor spaces. Construction includes all electrical, mechanical, communications, fire detection/suppression, security system and utility meters. This project will incorporate US Air Force and ACC green/sustainable design strategies.

Action 3.1.8 – BAFB R19 Repair Water Main Phase 2 (Central Water Tank to Dry Creek Interconnect) (D-B)

The objective of this project is to provide safe and reliable potable and fire protection water service to the privatized neighborhoods at the Beale AFB. The existing 60 year-old transmission pipe needs to be replaced to meet CA requirements.

Action 3.1.9 – BAFB R20 Repair Dining Facility, B2490 (Contrails)

Upgrade Utilities (i.e. Plumbing, Mechanical and Electrical Systems). Upgrade Restrooms to ADA Compliance.

Action 3.1.10 – BAFB R21 Dental Clinic Modernization

Renovate existing Dental Clinic. Provide temporary facilities during renovation to continue supporting the mission.

Action 3.1.11 –BAFB R22 Construct KC-135 Storage Warehouse B10230 (D-B)

Design and construction of 8,000 SF Consolidated Warehouse Facility including sitework, utilities, office, restroom, and janitor's closet for the storage of KC-135 parts.



Action 3.1.12 – BAFB R23 Repair water Main Phase 3 (Main Base Water Tank to Central Water Tank) Repair and replace Water Main to meet CA Title 22 CCR requirements.

Action 3.1.13–BAFB R24 Repair B2145 Design-Build Project. Relocate the Office from the basement level of B1086 to its new location on the first floor of B2145. Renovate and Repair approx. 8,485 s.f. of B2145. Includes new HVAC, electrical, plumbing and fire protection systems upgrades.

Action 3.1.14 – BAFB R25 Repair B214 Multiple Modifications Design changes to include/adding a smoke detector system and UTC Storage Upgrade. Change design to comply with AFRC requirements.

Action 3.1.15–BAFB R26 2MW Photovoltaic (1218 Power Supply) Construct a ground-mounted photovoltaic (PV) solar panel system to include structural support, inverter, distribution extension, grid connections, an integrated automation control and monitoring system and microgrid ready hardware.

Action 3.1.16 –BAFB R27 2 MW Solar Array & Microgrid/Battery Storage Projects (ERCIP) Install an advanced microgrid controller with a 1MW/4MWh battery energy storage system (BESS) and by optimizing load management. Integrate with proposed 2MW solar photovoltaic system to charge the BESS and provide demand response capabilities.

Action 3.1.17 – BAFB R28 Renovate Global Hawk B1210/ B1214 Renovate to allow for better organization, increase efficiency, and safer working conditions.





Action 3.1.18 – BAFB R29 Repair U-2 Flight line Fire Suppression Pump House B1040 Provide Fire Suppression pump house for eight hangers servicing U-2 and Global Hawk Aircraft.

Action 3.1.19–BAFB R30 Repair 4 Bridge System, Gavin Mandery Drive Replace 4 bridge system crossing Best Slough and Dry Creek. Elevate out of 100-year flood plain. Widen to support 2 lane traffic.

Action 3.1.20 – BAFB R31 Repair 425 Electric Poles (Well Fields) Replace existing aging overhead electric infrastructure. To comply with environmental constraints, the majority of the facilities will be rerouted underground.

Action 3.1.21 – BAFB R32 Demolish Kinder Morgan Bulk Storage Tank Remove the 35,000 barrel tank from 1.68 acre facility area and all surface facilities and appurtenances. Once tank is removed, restore the area.

Action 3.1.22 – BAFB R33 GH - Campus/MCE Pad Power Distro (B1218, 1215, 1210, 1199A) Power Distribution System upgrade for Global Hawk Campus.

Action 3.1.23 – BAFB R34 Repair Military Service Station, F2499 Various repairs to increase fuel capacity, improve monitoring, and improve distribution.

Action 3.1.24 – BAFB R35 Construct Fuel Hydrant System MILCON Replace aging underground Fuel Hydrant System. Install security lighting at the Hydrant Storage System. Install electric product recover pumps for water draw off at tanks. Install proper drainage around hydrant secondary containment berms. Install all pipe supports, equipment, and appurtenances related to the new JP-8 fuel piping. Install audible alarms on tanks and pumphouse.





Action 3.1.25 – BAFB R36 Repair J Street Water Mains, Phase 1 (D-B) This project is to model, design and conduct repairs to the existing in-service steel drinking water main line distribution system by slip-lining or pipe bursting, or a combination of both methods. The project also includes installing a new 12-inch water line along Gavin Mandery Drive. The new line will bring the distribution system into compliance with the Safe Drinking Water.

Action 3.1.26 – BAFB R37 Repair Radar Enclosure Repair leaks in exterior sidings and around the edges of two radar faces. Also included is the removal and replacement of the building's existing roof.

Action 3.1.27 – BAFB R38 True North Initiative Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade.

Action 3.1.28 – BAFB R39 Mod 1 – True North Initiative Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade.

Action 3.1.29 – BAFB R40 Repair and Upgrade Bldg 1218 Complete restoration & modernization of the Mission Control Center --supports the Ground Segment Modernization Plan.

Action 3.1.30 – BAFB R41 Base-wide Dam Study Evaluate existing conditions of all 22 dams on base and critical culverts. Complete basewide hydrology and hydraulic models to study surface water drainage systems. Develop Emergency Action Plans for the 14 FEMA reportable dams on base. Determine best course of action to improve flood control system and provide recommendations for repairs. Provide on-site dam safety and flood fight training to base personnel.





Action 3.1.31 – BAFB R42 Repair 60kV Power Line CMCC Loop

60kV repairs for Loop Feed to prepare for WAPA 230/60kV Interconnection capacity.

Action 3.1.32 – BAFB R43 Repair 480V Equip/Controls and Lighting Gen B5761

Replace generator controls, 480V transformers, main distribution panels, motor control centers and emergency lighting generator.

Action 3.1.33 – BAFB R44 Renovate Mission Planning Cell (MPC)

Mission Planning Cell supports ISR operations.

Action 3.1.34 – BAFB R45 Perimeter fencing (Base Perimeter)

Base w/ Options Augment and improve installation fencing

Action 3.1.35 – BAFB R46 Repair Substation B5770

The work consists of the study and development of a complete design, including (1) Creating Demolition drawings for the existing 60/4kV Substation and associated connectivity, and (2) Development of a complete design of a new 60/4kV Substation Replacing the existing Substation.

Action 3.1.36 – BAFB R47 Beale WAPA Interconnection Project

(BWIP) Improve Resiliency, Reliability & Redundant Power Delivery.

Action 3.1.37 – BAFB R48 PSPTS Flood Damage Repair

Reconstruct and Repair the 9th Physiological Support Squadron (PSPTS) Facility, B1029 following a storm event in Jan 2019 that caused extensive damage to the building interior, mechanical, electrical, HVAC and Fire Life Safety systems.

Action 3.1.38 – BAFB R49 Replace B3340 Artificial Turf: Soccer

Field at Youth Center Converting grass turf to artificial turf with sprinkler and drainage system.

Action 3.1.39 – BAFB R50 Repair 60kV Circuit

Requirement is to replace the aging 60kV wood pole transmission line to a dual fed steel, utility standard, for a more reliable configuration. Power



poles must be replaced using utility standard steel poles according to the calculations provided by National Electric Safety Code Standards. Maintaining adequate electric service is critical to mission success.

Goal 4. Regional Marketing – Brand and market the Yuba-Sutter region as the best location for business.

Objective 4.1 Establish tourism destination attractions in Yuba and Sutter counties as a means of fostering diversity in the local economy.



Action 4.1.1 – Yuba-Sutter Lodging Association: Yuba-Sutter Lodging Association was formed in the spring of 2017 and is a not-for-profit organization whose specific purpose is to promote Yuba and Sutter counties as a leisure and business travel destination and to serve as an owners’ association for the Yuba-Sutter Tourism Improvement District (TID).

Action 4.2.1 – Yuba-Sutter Lodging Association Progress: The boundaries of TID have been established and include the city Wheatland, and the unincorporated areas of Yuba and Sutter Counties. A marketing plan has been developed to use traditional, digital and social marketing strategies designed to enhance increased recognition of the Yuba-Sutter region, its community, hotels and attractions to the community, the visitor and to the trade. Other marketing activities include: Development of a visitor’s guide for distribution in 2020; research the concept of visitor kiosks; coordinate 1 to 2 fall media tours focused on outdoor recreation and ag tourism; and begin a sports feasibility study to assess the potential target areas for promotion in this specific category.

Action 4.2.2 – Marysville: Promote Marysville as a tourism-destination point.



Pillar 2. Talent Supply and Education

Goal 5. Education & Workforce Alignment – Connect and align education and workforce development programs to develop the region’s current and future talent supply chain and meet employer needs.

Objective 5.1 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 5.2 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 5.3 Provide technical support and financial resources, business hubs, accelerators, and incubators.

Action 5.3.1–YSEDC/Yuba-Sutter Business Consortium: To provide technical assistance to private and public sectors that fosters business growth and development of new and assist existing businesses through education and training; and improve business climate and enhance the community business image.

Action 5.3.1 2018/2019 Progress: Yuba-Sutter Business Consortium: A business walk was scheduled for October 2018 to be conducted in Olivehurst and at the Yuba County Airport, however due to the Camp Fire disaster it was cancelled. This walk has been rescheduled for April 2019. In December, the consortium and the Yuba Sutter Chamber of Commerce hosted a Labor Law and Resource Seminar, 40 local business owners attended. Currently, a Yuba-Sutter Business Needs Assessment



is being conducted to provide data to determine what other workshops/seminars businesses need in the area.

Objective 5.4 Capitalize on the region's cooperative economic development environment; improve the education and skills of the workforce.

Action 5.4.1 Yuba Sutter Business Consortium: Maintain collaborative partnerships between members of the Yuba-Sutter Business Consortium that pool resources and offer local businesses access to assistance and resources.

Action 5.4.1 2018/2019 Progress - Yuba-Sutter Business Consortium: In 2018 partnerships have been strengthened with SBDC, EDD, and SBA actively attending consortium meetings. Funding has been earmarked by SBDC to increase a local workshops for businesses in the Yuba-Sutter Region. Consortium partner, Yuba-Sutter Chamber of Commerce's Educate Committee is spearheading the development of workshops and LEAD program. To date, Yuba-Sutter Chamber has provided 1 workshop, Labor Laws with 40 attendees. YSEDC has provided office space for SBDC representatives to meet with clients. Business owners, entrepreneurs, and start-ups no longer need to travel outside of the region to access SBDC Services. To date SBDC programs have created 1 job, assisted 1 start-up businesses with \$275,682.00 in capital investment and provided 161.5 consulting hours.

Objective 5.5 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.

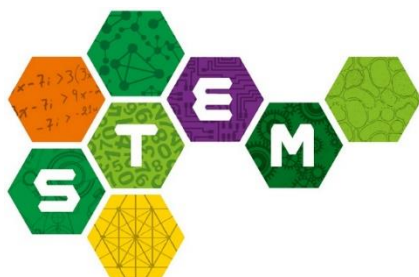
Action 5.5.1 – Yuba-Sutter Business Consortium: To create new opportunities for all Yuba and Sutter county residents, improve



business climate and enhance the quality of life for all residents. Identify areas employment needs and provide training to fill the needs of businesses in the area.

Action 5.5.1 2018/2019 Progress - Yuba-Sutter Business Consortium: Consortium partner, EDD has had 829 local job openings; provided 3,138 job seeker referrals; provided 1,511 business services to employers; registered 1,847 persons on CalJOBS; provide 5,665 distinct services to individuals; provide workshops to 1,040 individuals; and found employment for 20 veterans.

Action 5.6.1 2018/2019 Progress - Yuba-Sutter Business Consortium: Yuba and Sutter County One Stops have had 222 local jobs openings created; made 250 Job seeker referrals; provided services to 5,376 to individuals; provided 2,529 services to employers; registered 28 new businesses; 17 Rapid Response Activities/Lay Off Aversion activities; made 32 On-the-job training contracts; and held 58 job fairs/on-site recruitments.



Pillar 3. Infrastructure and Growth Leadership

Goal 6. Infrastructure Modernize the region's transportation, telecommunications, energy, water, and wastewater systems to meet future demand and respond to changing business needs.

Objective 6.1 Promote available land for planned industrial growth and establish and nurture regional cooperative planning for projects.

Objective 6.2 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 6.3 Pursue funding of public works projects identified in the Yuba-Sutter CEDS

Action 6.3.1: Sutter Co. #S7. 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. Additionally, the study will provide guidance parameters for future development based on the drainage system capabilities



Action 6.3.1 2018/2019 Progress – Sutter Co. Project #S7:

The Sutter Basin Drainage Study is still in process and upon completion will need to be adopted by Sutter County and Yuba City. Capital improvements will commence following adoption. This \$300,000 project was funded by Sutter County and Gilsizer Drainage District.

Action 6.3.2 – Sutter County: Promote available acreage for industrial development.

Action 6.3.3 – Sutter County: Provide adequate infrastructure in the unincorporated Sutter County growth areas to facilitate economic development.

Action 6.3.4 Wheatland Project W1 - Wastewater Treatment Plant: The project involves design, environmental and planning 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.



Action 6.3.4 2018/2019 Progress – Wheatland Project #W1:

The City is looking for alternative opportunities including a regional wastewater plant,

Action 6.3.5 Marysville Project #M9: 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 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 2017.

Action 6.3.5 Marysville Project #M9 2018/2019 Progress: The city is now fully connected its waste system to the Linda County Water District. The project cost approximately \$15M to construct and connect. The next step is phasing out its current wastewater treatment ponds located on the water side of the levee.

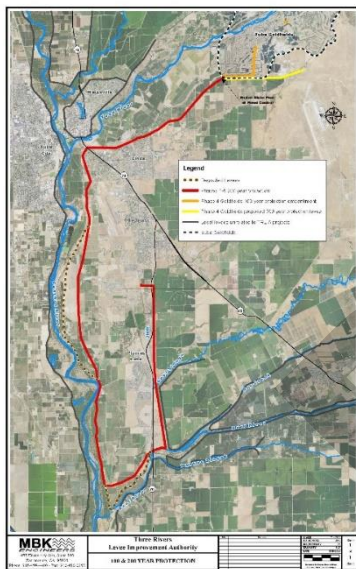
Objective 6.4 Improve the economic viability of the urban area through the enhancement of Yuba and Sutter counties' flood control systems.



Action 6.4.1 – Sutter County SBFCA: The Sutter Butte Flood Control Agency (SBFCA) is a joint powers agency formed in 2007 by the Counties of Butte and Sutter, the Cities of Biggs, Gridley, Live Oak and Yuba City, and Levee Districts 1 and 9. The agency has the authority to finance and construct regional levee improvements. SBFCA is planning to improve 44 miles of levees from Thermalito Afterbay south to the Sutter Bypass. The goal of the project is to reduce flood risk and eventually remove more than 34,000 properties from FEMA Special Flood Hazard Areas. Levee repairs will be completed in two separate projects



Action 6.4.1 2018/2019 Progress: Levee repairs will be completed in two separate phases: Project I, the Feather River West Levee Project, will include work from Thermalito Afterbay to Star Bend, just south of Yuba City, and was substantially completed at the end of 2017. Two small “gap” projects will be completed in 2019 and this will bring an end of construction for Project I. Project II will include the area south of Star Bend to the confluence of the Feather River and the Sutter Bypass. Project II work completed to date includes a one-mile section of levee at Laurel Avenue. Another five miles of levee improvements between Star Bend and Laurel Avenue will begin construction in 2019 and be completed by the end of 2020. Project II, The Feather River West Levee Project, is on schedule and within budget.



Action 6.4.2 – Yuba County: The Three Rivers Levee Improvement Authority (TRLIA), a joint powers agency, was established in May 2004 by the County of Yuba and Reclamation District 784 to finance and construct levee improvements in south Yuba County. TRLIA’s mission is to provide 200-year flood protection. Four work phases were identified to achieve that goal along the Yuba, Feather, and Bear Rivers and the Western Pacific Interceptor Canal.

Action 6.4.2 2018/2019 Progress – Yuba County TRLIA: To date, Phases 1-4 200-year protection improvements are completed. (See Map) These improvements stretch from the Bear River, north along the Feather River and the Yuba River to the Yuba Gold Fields. The Yuba Gold Fields Project 100-year level protection has been completed and is under process for accreditation by FEMA. The Goldfields 200 Year Project is in progress. The Yuba River South levee extension is considered a critical feature for providing an urban level of flood protection to the RD 784 urban area. TRLIA is working with property owners for permissions and the design/engineering phase has been completed. This project is fully funded and construction is anticipated to be complete by 2022.



Action 6.4.3 M#2 Marysville Flood Protection Levee Ring

Project: A public works project to repair and upgrade the ring levee to be certified as providing a 300-year level of flood protection. The Marysville Ring Levee project is a multi-phase project that will upgrade the levee that surrounds Marysville. The primary purpose of the project is to strengthen the existing levee by implementing additional measures to reduce the likelihood of through- and under-seepage. The U.S. Army Corps of Engineers Sacramento District is partnering with the California Central Valley Flood Protection Board and the Marysville Levee District to complete the estimated \$92.5 million project. The state of California has appropriated \$17 million toward the project as part of their commitment to upgrade the state's levee systems. Currently, project completion is slated for 2019. The project is being designed and constructed to meet the state's requirement of 200 year-level flood risk for urban areas - or a 1-in-200 chance of flooding in any given year. Due to the elevation of the levees, the project will surpass that criteria making Marysville one of the lowest at-risk cities in California's Central Valley after all flood reduction measures are constructed.



Action 6.4.3 2018/2019 Progress – Marysville

Project #M2: Efforts to reduce flood risk in Yuba County got a financial boost with the help of a grant by Yuba Water Agency. This grant, worth up to \$200,000, provides funding for MBK Engineers to perform an analysis of the U.S. Army Corps of Engineers' Marysville Ring Levee project to determine if it supports the criteria necessary to obtain certification from the Federal Emergency Management Agency and the state of California.



FEMA's certification would document that the levees meet or exceed the requirements for 100-year levees, meaning there is a



1-in-100 chance in any given year that a storm could come along that is larger than those levees were designed for. The state has a stricter standard for urban levees, requiring 200-year certifications (meaning a 1-in-200 chance of overtopping in any given year).

The U.S. Army Corps of Engineers awarded \$13M to complete the construction of the Marysville Ring Levee Project.

Once the entire project is complete, it is expected that the ring levee will provide Marysville with greater than 200-year level of protection, placing the city among the best protected urban areas at risk of flooding in California's Central Valley.

Action 6.4.4 New Bullards Bar Dam Secondary Spillway: The Yuba Water Agency has begun the planning phase of a secondary spillway to new Bullards Bar Dam. Adding a secondary spillway to New Bullards Bar Dam will bring a significant reduction in flood risk and great enhancements to dam safety for Yuba and Sutter counties. Yuba Water Agency is currently in the environmental documentation, permitting and design process for this project, estimated to cost \$160 million.



This new spillway offers significant flood risk reduction benefits because its gate will be 31.5 feet lower than the existing spillway gates. With the gate at a much lower elevation on the dam, Yuba Water Agency will be able to release water from the reservoir, in advance of large, threatening storm events, when there is enough downstream channel capacity to handle the flows. That will free up space in the reservoir to hold back peak flows when the biggest part of the storm arrives.

The secondary spillway will decrease flood risk downstream for approximately 100,000 residents of Marysville, Linda, Olivehurst, Plumas Lake and Yuba City. It's expected this improvement in



flexibility and control of dam releases will reduce the water level on levees near Marysville by up to two feet in a storm event like what this region experienced in 1997. The lower river levels would result in less stress on the levees, and a reduced risk for our communities.

Another advantage of the planned secondary spillway is the redundancy of an alternate for water releases in case a problem arises with the primary spillway. This region learned all too well during the state's Oroville Dam crisis that an alternative release option is critical. The secondary spillway at Bullards would, on its own, be able to handle releases for a 1997-sized storm.



Yuba Water Agency already coordinates releases during significant storms with the Department of Water Resources Flood Operations Center as well as their Oroville Dam Operations, the National Weather Service and the U.S. Army Corps of Engineers (USACE) in an effort to minimize impacts downstream. To maximize the benefit of the secondary spillway, Yuba Water Agency will take that program to the next level, working with USACE to develop new manuals for guiding the operation of the dam, implementing forecast-informed reservoir operations for New Bullards Bar.

Action 6.4.4 New Bullards Bar Dam Secondary Spillway
2018/2019 Progress: The Yuba Water Agency has begun the planning phase of a secondary spillway to new Bullards Bar Dam. Construction on the new spillway is planned to begin in 2022, with scheduled project completion in 2025. Both the cost and schedule are rough estimates at this time but are expected to be much more clearly defined as the project is further designed.

Action 6.4.5 Yuba County Project RD11 - 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.

Action 6.4.5 Yuba County Project RD11 2018/2019 Progress:

Much of the Regional Drainage Facility (RDF) has been constructed. Funding of approximately \$2.5 M is still needed to install a pipe from the RDF down Murphy Road to the levee, connect to pipes in levee and construction of an outfall structure on the waterside.

The next section of levee that will receive attention – Phase 2A South – will run from the Fifth Street Bridge south to the Union Pacific railroad crossing, which is about 2,900 feet. The contract to do the work was awarded in September, Engler said, and crews will start work in the spring after the flood season ends. This work is estimated to cost \$10 million.

After that, officials expect to award a contract for the next phase, Phase 2C, or about 1,500 feet of levee between the railroad crossings on the southwest corner of Marysville – next spring with construction starting later in the year or in 2020.

The largest portion of planned levee improvements would be next in line, with about 13,500 feet running from the Chinatown area to the Recology landfill. Officials are eyeing next fall to award the contract for the work estimated to cost \$40 million, with construction likely beginning in spring 2020.

All that would be left would be a relatively small stretch of levee at the north end of the city, estimated to cost roughly \$7 million. Engler said this phase of the project is still in its design phase.

Action 6.4.6 Wheatland Project W2 Levee Improvement Projects:

The City is currently in the process of coordinating with local reclamation districts to protect 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 as well as potential improvements to Bear River Levee

Action 6.4.6 Wheatland Project W2 2018/2019 Progress: Flood Risk Reduction Feasibility Study is underway and will be completed by end of 2019.

Objective 6.5 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).

Action 6.5.1 R#3 Caltrans Complete Streets Implementation

Plan Projects: 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 has identified 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, pedestrian, gateway and landscaping improvements in Yuba City, Live Oak, Marysville and Wheatland.



Action 6.5.1 R#3 2018/2019 Progress – Regional Project #R3:

The Implementation Plan was completed in 2017. This bike and pedestrian plan that will guide the planning and development of non-motorized transportation facilities and maximize the use of future investments on the State Highway System and other state facilities. The plan will also lead to improved connections between the State's bicycle and pedestrian facilities with the network of local and regional roads, public transit, and intercity and passenger rail. This plan is available to local and regional projects and can be accessed at <http://www.goactiveca.org>.



Action 6.5.2– Live Oak Project #LO11 Pennington Rd.

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.

Action 6.5.2 2018/2019 Progress – Live Oak Project #LO11:

Construction is expected to be completed in 2020. Reconstruction to the east of State Route 99 is also necessary and was completed in 2018. This project was funded by SACOG and CDBG Funds and estimated cost upon completion is \$1,094,766.

Action 6.5.3– Live Oak Project #LO12 Water Service and Supply Improvements.

The combination of improved water mains, connections to the distribution system, sewer, and new well with arsenic treatment and storage construction. This project will allow for both growth and public safety needs.



Action 6.5.3 2018-2019 Progress – Live Oak Project

#LO12: In 2019 the city will complete construction of a 12-inch water main in Pennington Road from O Street east to L Street with associated road improvements. **L Street to Orchard Way was completed in 2018.** 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 is located on Larkin Road in the northeast quadrant of the city. Phase 1 of the project will be completed in 2019 and includes the 1,000-gpm well with arsenic filtration and connection to the distribution system. Funding for Phase 2 was awarded from CDBG and phase 2 construction will take place in 2020. CDBG award was \$4,500,000. Total project cost is estimated to be \$6,500,000.





Action 6.5.4 – Live Oak Project #1013 Soccer Park/Drainage Basin Improvements. 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 6.5.4 – 2018/2019 Progress – Live Oak Project #LO13: In 2018 the City made additional improvements including paving the parking area and adding a maintenance facility. Live Oak is currently seeking funding for construction of Phase 2 improvements including one or more additional soccer fields in the complex and additional park features and amenities. Total cost of this project is estimated to be \$5,200,000.

Action 6.5.5 – Live Oak Project #LO14 Wastewater Treatment Plant Solar. Live Oak’s new wastewater treatment plant was designed with the possibility of connection to a solar array to power the plant.

Action 6.5.5 2018/2019 Progress – Live Oak Project #LO14: In Live Oak completed a feasibility analysis and is expecting a \$1.68M grant from California Water Resources Control Board in 2019 for 2020 construction.

Action 6.5.6 – Live Oak Project #LO17 Bicycle and Pedestrian Infrastructure Master Plan. Live Oak has received funding from SACOG for development of a bicycle and pedestrian facilities master plan. The plan as completed and accepted by the City Council in 2016.





Action 6.5.8 – Marysville Project #M17 City Hall Improvements. 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.

Action 6.5.8 –2018/2019 Progress Marysville Project #M17 City Hall Improvements. Installation of solar photovoltaic system at city was completed at city hall in October 2018. Funding is currently being sought to complete project.

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 to improve highways in and out of the region.

Action 7.1.1– Regional Goal R1 Caltrans 2014 Intelligent Transportation Systems/ Operational Improvement Plan Projects: 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. Current Projects under this plan are:

Caltrans Project 31: YUB 20 (2.610/2.940): Caltrans Project 31: YUB 20 (2.610/2.940) – minor operational improvements of acceleration lane and median refuge construction, between 17th Street and 22nd Street, in Marysville for \$1M provide a benefit/cost ratio of 17.3 for a benefit of \$17.3M over a 20-year period.

2018/2019 Progress: The Project Initiation Document has been approved, and the project should start roughly April 2018 and should be finished by July 2020.





Caltrans Project 32: YUB 20 (7.9/9.4): Passing lanes and left-turn channelization will improve operations on this rural two-lane facility connecting Browns Valley to Marysville for a cost of \$2.5M. The benefit/cost ratio is 1.3 for a benefit of \$3.2M over the life of the project. This project is included in the SACOG MTP and SR 20 TCR.



Caltrans Project 33: YUB 20 (13.27/16.98): Safety and operational improvements of constructing standard shoulders, vertical and horizontal curve corrections, and EB/WB left-turn lanes for 3 ½ mile stretch of rural SR 20 to improve curves/shoulders in both directions for \$5.5M provides an estimated benefit/cost ratio of 2.8 for an estimated benefit of \$15.4M. This project is included in the SACOG MTP and the SR 20 TCR

2018/2019 Progress: Now going through Plans, Specifications, & Estimates phase

Action 7.1.2– State Rte. 99 Corridor Improvements Project #R4 2017/2018: 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.

Action 7.1.2 Progress: 2018 Caltrans Update: Caltrans is currently working with City of Live Oak leaders, business owners, and community members on the Final Design for the *SR 99 Live Oak Streetscape, Safety, and Rehabilitation Project. Phase 1 - Downtown Core Area.*

Action 7.1.2 Progress: 2019 Live Oak 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 complete. Final design engineering is underway and expected to be complete in September 2019. Phase 1 is the downtown core from approximately Ash Street north to Ramsdell. The City has been awarded \$10 million in federal TIGER funding for Phase 1. Caltrans and local funds are also committed to complete Phase 1. These costs are estimated at \$32 million. Target completion date is October 2021.

Action 7.1.3 – State Rte. 99 Corridor Improvements Project #R8 Fifth Street Bridge Reconstruction and Approaches. This public works project will 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.



The 165-acre project site over the Feather River is set for construction for the new 5th Street Bridge, a 4-lane, 10 span cast-in-place post-tensioned concrete box girder bridge. It will connect 5th Street in Marysville to Bridge Street in Yuba City, and include construction of a new 2nd Street Bridge in Yuba City. The project also includes three new traffic signals, roadway widenings and realignments, new access ramps, relocation of existing utilities, improvements to adjacent pedestrian access, bicycle trails, levee access, removal and replacement of trees in floodways, retaining walls and concrete barriers, earthwork, paving and landscaping, with respect to all wildlife and environment permits. This project also includes the eventual demolition of the existing 5th Street Bridge and two UPRR bridges.



Action 7.1.3 2018/2019 Progress – Regional Project #R8: The project has been fully funded, under construction and will be complete in 2020. The \$58.8 million contract was awarded to MCM Construction of North Highlands in October. The total cost of the project is estimated at \$70 million, with: \$49.6 million coming from federal funds (the Highway Bridge Program and Regional Surface Transportation Program Funds); \$17.4 million from the regional Improvement Program/State Transportation Improvement Program grant (through the Sacramento Area Council of Governments); and \$2.6 million from Yuba City, Sutter County, Yuba County and Marysville, as they are all partners in the project. Project construction began in January 2018 and is estimated to be completed in the spring of 2020. This project created 75 local construction jobs.

Action 7.1.4 – #R14 Caltrans/Sacramento Area Council of Governments Metropolitan Transportation Plan

Major planned and programmed state highway projects within Yuba-Sutter are identified in the following:

A. SR 20, east of McGanney Lane to Yuba-Nevada county line and to Mooney Flat Road: Shoulder and curve improvements.

2018/2019 Progress: Is in the process and should be complete November 2020.

B. SR 70, Simmerly Slough: Bridge replacement.

2018/2019 Progress: Is in the process (Design Safety Review) and will be complete December 2020.

Action 7.1.6– Live Oak Project #LO17 Bicycle and Pedestrian Infrastructure Master Plan. Live Oak feasibility analysis of construction of a bridge over the Feather River on Pennington Road east of the city limits.

Action 7.1.6 2018/2019 Progress – Live Oak Project #LO17: The City of Live Oak is seeking funding for the feasibility analysis.



Action 7.1.7– Wheatland Project W2 – Wheatland Expressway: Develop alignment alternatives, design and construct the Wheatland Expressway that connects to the Lincoln Bypass which was completed in 2012.

Action 7.1.7 2017/2018 Progress – Wheatland Project #W2: Wheatland and Yuba County have met several times over the past year and a JPA called the South Yuba Transportation Improvement Agency (SYTIA) was formed, specifically to explore and develop funding opportunities for the next steps in this project.

Action 7.1.8 Sutter County Project S14–Howsley Road Bridge Replacement: The county will replace the existing two-lane 260-foot-long bridge utilizing FHWA Highway Bridge Program funds.

Action 7.1.9 Sutter County Project S15–Larkin Road Bridge Replacement: The county will replace the existing two-lane 40-foot-long bridge utilizing FHWA Highway Bridge Program funds.

Action 7.1.10 Sutter County Project S16–Nicolaus Avenue Bridge Replacement: The county will replace the existing two-lane 70-foot-long bridge utilizing FHWA Highway Bridge Program funds.

Action 7.1.11 Sutter County Project S17–Tisdale Road Bridge Replacement: The county will replace the existing two-lane 40-foot-long bridge utilizing FHWA Highway Bridge Program funds.

Action 7.1.12 Sutter County Project S18–Kent Avenue Bridge Replacement: The county will replace the existing two-lane 80-foot-long bridge utilizing FHWA Highway Bridge Program funds.

Action 7.1.13 Yuba County Project Y11–County Bridge/Culvert Repair: There are 75 HBP-eligible bridges (greater than 20' in



length) and numerous other culvert and drainage structures owned and maintained by Yuba County. Currently the County has 75 bridges that are of sufficient length (>20') to be eligible for Caltrans inspection. Of these, 29 bridges have a SR below 80 and above 50 which qualify for HBP rehabilitation funds, and 8 bridges have a SR below 50 which qualify for HBP replacement funds.

Action 7.1.13 Yuba County Project Y11–2018/2019 Progress: In the foothills, one bridge was rehabilitated, the covered wood bridge on Alleghany Rd, and two bridges were replaced the Slate Creek bridge on Scales Road and the New York House Road Bridge at Dry Creek.

Objective 7.2 Accelerate Street Resurfacing and Improvements in five Major Economic Districts to support business Investment.

Action 7.2.1 – Marysville Project M16 – Street Resurfacing. 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.

Action 7.2.1 2018/2019 Progress – Marysville Project #M16: Marysville has completed the Pavement Management Study as a precursor to explore outside funding sources, including to serve as local match for federal grants. The Study will be presented to the City Council in late spring of 2018. No further action at this time.

Action 7.2.2 – Yuba County Project #Y7 – Olivehurst 7th Avenue Projects. This public works project consists of implementing road improvements to 7th Ave. to the RR tracks in Olivehurst as outlined in the 2017 Master Plan. This project includes improvements to curb, gutter, sidewalk, drainage and street overlay.



Action 7.2.2 2018/2019 Progress - Yuba County Project #Y7:

Phase 1 between Powerline and Olivehurst Ave. was completed. The second phase, Olivehurst Ave. to the RR tracks is slated for construction the summer of 2019. This \$1,835,000 project was funded by Active Transportation Program.

Action 7.2.3 – Yuba County Project #Y8 – 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.



Action 7.2.3– 2018/2019 Progress - Yuba County Project #Y8

N. Beale Phase 1 is completed (Lindhurst Ave. to Hammonton Smartsville Road). Phase 2 and 3 are scheduled in the future as additional money allows. These phases will make improvements on N. Beale Rd. out to Griffith Ave. Phase 2 received an additional funding allocation in 2019, and we anticipated starting construction in 2020/21.

Action 7.2.4 – Marysville Project #M13: Incorporate Streetscape Improvements on State Route 70 from 1st Street to 6th Street Project to improve connectivity, visual appearance of the entry into Marysville and walkability between the medical arts and historic downtown district.

Action 7.2.5 – Marysville Project #M7 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 5th 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 3rd Street, this project will include engineering and construction to fulfill Complete Streets standards for safe pedestrian and bicycle use along this major surface artery.

Action 7.2.5 – Marysville Project #M7 2018/2019 Progress: Marysville City Engineer is currently completing PSE tasks. Engineering documentation is expected to be completed in early 2019.

Action 7.2.6 – Wheatland Project #W10 Wheatland Pavement Management Program (PMP). Develop the City’s first pavement management program (PMP). The PMP will produce a comprehensive and detailed inventory of the City’s roadways, estimate the pavement condition index (PCI) for each segment, develop treatment costs and strategies, and provide various recommended treatment scenarios.

Objective 7.3 Develop sustainable delivery modes for manufacturing, freight, transport, logistics and warehouse industries in the region.

Action 7.3.1– 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.

Pillar 4. Quality of Life & Quality Places

Goal 8. Ensure future growth and development decisions maintain a balance between sustaining the region’s environment and enhancing the region’s economy and quality of life.

Objective 8.1 Prepare jurisdictions of the district for smart growth, economic development and environmental impacts.



Action 8.1.1 Wheatland Project W6, Wheatland Comprehensive

General Plan: The project would consist of producing a City of Wheatland Comprehensive General Plan Update. The current City of Wheatland General Plan was completed in 2006. City General Plans are expected to have a 20-year lifespan and typically require several years to complete; therefore, the City of Wheatland is due to begin a General Plan Update. The project would include an update to the seven elements of the general plan required by the State of California, including an update to the City's Housing Element. The project would require substantial input and review by city stakeholders and the community. The project would also include the preparation of a program-level environmental impact report as required by the California Environmental Quality Act.

Action 8.1.2 Wheatland Project W8, Wheatland Comprehensive

Zoning Code Update: The project would consist of updating the City of Wheatland Zoning Code to be consistent with a Wheatland Comprehensive General Plan Update. The current City of Wheatland Zoning Code was adopted in 1991, and much of the land use restrictions are considered outdated. The project would consist of reviewing and applying current land use and zoning restrictions to modern-types of land use development. A substantial public outreach program would be necessary to ensure zoning would adequately meet the needs of the community. An environmental impact report would be included as a component of this project.

Goal 9. 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 9.1 Prepare the Yuba-Sutter region for the impacts of climate change by undertaking actions to enhance climate change preparedness and resilience.



Goal 10. 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 10.1 Enhance regional healthcare through partnerships and collaboration of Adventist Health, Sutter North Medical and other regional providers.

Action 10.1.1 Yuba-Sutter Health Care Council - Established in 2003, The Yuba-Sutter Healthcare Council is a network of healthcare professionals and community members united in providing comprehensive care and advocacy. It also helps patients successfully navigate the local healthcare system to connect with providers. Together, board members have the ability to network, eliminating hurdles that once existed in our local healthcare system. As we work together to identify challenges with access to comprehensive healthcare, we continue to make meaningful advances and streamline policies on a local level.

Action 10.1.1 Yuba-Sutter Health Care Council – 2018/2019

Progress: The Yuba-Sutter Healthcare Council has identified some of the most pressing healthcare issues facing the residents of Yuba and Sutter Counties and is working to overcome these challenges. A primary focus of the Council is developing solutions to address the opioid epidemic many individuals and families in our community are experiencing. As their team of healthcare professionals adopts standardized treatments for opioid addiction, they are committed to helping individuals and families through the recovery process.

Objective 10.2 Expand behavioral and mental health services among existing health facilities and providers throughout the region.



Action 10.2.1– Sutter County S13 – Health & Human Services:

Sutter County is relocating the majority of its Health and Human Services Department to a single location, 850 Gray Avenue to enhance and streamline services.

Action 10.2.1 2018/2019 Progress – Sutter County Project #S11:

A consultant architectural design firm was hired to prepare/design the construction documents with the on-site work scheduled to begin in December 2019 and June 2020 is the expected move-in date. The estimated cost for the project is \$15M and is funded by the County.

Objective 10.3 Create an awareness to the importance of retaining public safety talent as an economic indicator of the quality of life, prosperity, sustainability and resiliency of the Yuba-Sutter region.

Objective 10.4 Address the growing issue of homelessness within the region through regional collaborative partnerships.

Action 10.4.1 – Yuba County 14Forward Homeless Project

#Y10. Yuba County partnered with several community nonprofit agencies and the city of Marysville to create 14FORWARD, a temporary shelter and resource center for the homeless. The site includes 20 2-person structures, an onsite manager, dog facility, and provides services and resources to move the homeless toward permanent employment and housing.



Action 10.4.1 2018/2019 Progress – Yuba County Project

Y10: 14Forward was honored with the California State Association of Counties' Innovation Award, as being a leader in the state for innovative solutions to addressing homelessness. Thirty-two different agencies from government, nonprofits, faith-based and private sector have partnered to make this project a success. Since opening 250 homeless individuals entered the program; 67 secured permanent housing; 32 secured other temporary housing; 58 increased their income.



Action 10.4.2 – Sutter County Project #S12 Transitional Homeless Shelter: This transitional shelter will house up to 60 homeless persons. The facility would include dormitory sleeping areas, a kitchen area, and a laundry area. Once developed, the County expects the program would assist persons with securing permanent housing and obtaining employment.

Action 10.4.2a 2018/2019 Progress – Sutter County Project #S12: Sutter County Health and Human Services report that the following activities have taken place. Developed a shelter concept to serve the Sutter County homeless Population. Provided staff support to the Homeless Shelter Location Advisory Committee; identified funding for homeless services and shelter construction and identified a location for temporary shelter. The identified location will be at 1065 Live Oak Blvd., sharing a space with Sutter-Behavioral Health. The BOS has accepted this recommendation. Sutter County applied and was approved for HEAP funding for the development of this project.

Action 10.4.2b 2018/2019 – Sutter County Motel Project. In 2017, the Homeless 2 Housed Project was implemented. This is a 6-unit motel/hotel program to provide temporary shelter and supportive services to older adults experiencing homelessness with a chronic or serious medical condition exacerbated by a lack of housing stability. The program provides temporary shelter for up to 90 days coupled with intensive case management. The county coordinates with local programs to provide transportation to medical or other necessary appointment, assists with document recovery, refers to job training, substance use disorder counseling, behavioral health services, Social Security, public assistance, housing application assistance and landlord interventions.

Action 10.4.3 – Coordinated Entry Process for Region: Develop comprehensive, collaborative coordinated entry process to ensure that all people experiencing a housing crisis have fair and equal access to housing effectively as possible.





Action 10.4.3 – 2018/2019 Progress - Coordinated Entry Process for Region:

Sutter-Yuba Homeless Consortium has spearheaded this important process. There are two locations for the homeless to access this program, one in Yuba City at Hands of Hope, and one in Marysville at the Life Building Center. Hours at Life Building Center were expanded to include Friday. There are 16 Services and 16 types of classes offered to participants. A total 138 classes were offered and were attended by 2247 participants. Other services include medical benefit enrollment, legal assistance, nursing program, counseling and behavioral health services.

Objective 10.5 Improve jail facilities and reduce overcrowding.

Action 10.5.1 – Sutter County Project #S11 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.

Action 10.5.1 2018/2019 Progress – Sutter Co. Project #S11:

Sutter County completed the design phase and construction should begin in June 2018. Jail expansion will add 14 medium security female beds and 28 maximum security male beds as it creates 5,300 sq. ft. of housing and program space and renovates 6,900 sq. ft. of jail and kitchen space. This project was funded by AB900 Funds for \$18,000,000 and is expected to be completed by June 2019.

Action 10.5.2 Wheatland Project #W4 Police Department

Complex: 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.

Action 10.5.2 Wheatland Project #W4 2018/2019 Progress: The last phase of this project went out to bid in 2017 and the \$153,000 renovation of the evidence, interview, armory and storage rooms is complete. The total cost of both phases and property acquisition was approximately \$400,000. **PROJECT IS COMPLETE.**

Goal 11. Culture and Recreation – Expand and enhance the region's existing recreational tourism activities, areas and facilities.

Objective 11.1 Support the community in enhancing the pleasant quality of life (public services and amenities, environmental quality, open and welcoming social and political institutions).

Action 11.1.2 – Live Oak Project #LO16 Recreational Feasibility Analysis: Evaluate the sustainability and expansion opportunities for the Sutter County-owned Live Oak Recreation Area located 1.5 miles east of the city.

Action 11.1.2 – Live Oak Project #LO16 2018/2019 Progress: The City was awarded \$100,000 from CDBG to complete a feasibility analysis of the park. It is anticipated that study will be completed early 2020.

Action 11.1.3 – Marysville Project #M6 Ellis Lake Restoration: A public works project to restore the 37-acre Ellis Lake area (between 9th and 16th 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.

Action 11.1.3 2018/2019 Progress – Marysville Project

#M6: Marysville is currently under contract to evaluate two concepts to mitigate oxygen levels in Ellis Lake. No further progress has been made.

Action 11.1.4 Marysville Project #M11 Regional Bicycle and Pedestrian “Bike Hub”: Marysville 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.

Action 11.1.4 2018/2019 Progress – Marysville Project #M11:

Marysville has received \$46,500 in CDBG project funding to prepare a feasibility plan for a possible multi-use Bike Hub/Community Center. Following competitive procurement, a firm has been selected to prepare the plan. Plan is still in process.

Action 11.1.5 Marysville Project #M18 Marysville Parks and Open Space Improvements Master Plan. The City of Marysville is the primary provider of park and open space facilities to the Marysville community. The City has been providing parks and recreation services to residents since the 1860s and this



document provides recommendations for recreation facilities and programs to meet the needs of City residents through the year 2035. This Master Plan addresses multiple community interests and prioritizes investments in facility upgrades, capital improvements, and initiatives to provide the largest public benefit.

Action 11.1.5 2018/2019 Progress – Marysville Project #M18:

Parks and Open Space Master Plan Draft completed - This Master Plan provides policy direction to the City for new park and facility standards, implementation of capital improvements, and non-capital projects and initiatives, based on current City and nearby community resources, demographic trends, and community needs. This plan identifies approximately \$9.1 million in recommended capital projects.

Action 11.1.6 – Wheatland Project W9 Wheatland Parks and Recreation Master Plan:

The project involves the completion of a parks master plan for the City of Wheatland. The City of Wheatland does not have a parks and recreation master plan and has limited policy direction on how future parks are to be developed. A parks and recreation master plan will provide developers and community an understanding of how and where parks will be constructed, the amenities that will be incorporated into the parks, and the sizes of the parks. These parks may include such facilities as tot-lots, ball fields, and aquatic facilities. The recreation plan will identify the types of recreation activities that the City of Wheatland will provide to its constituents. A public outreach program will be included to create the plan. The plan will also require an environmental review as required by the California Environmental Quality Act.

Action 11.1.7- Live Oak Project LO7 Complete Live Oak Community Trail:

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.

Action 11.1.7- Live Oak Project LO7 2018/2019 Progress: Phase 4 will be completed during 2019/2020. The city is seeking funding for phase 2.

Action 11.1.8 – Wheatland Project W5 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.

Action 11.1.8 – Wheatland Project W5 2018/2019 Progress: The first phase of the Wheatland Community Garden was completed in 2013 and continues to flourish. The second Phase of the Wheatland Community Garden project is pending.

Objective 11.2 - To become a full and vibrant partner in Farm to Fork and to have a robust plan to engage regional agriculture partners and to build exposure to promote all six jurisdictions with an emphasis on creating a conduit for local growers and vendors to market their goods. These projects would include leveraging preexisting venues and activities such as Bishop's Pumpkin Farm which draws 180,000 visitors in the fall, the Sikh Festival, Bok Kai Parade, or Peach Festival.





Jurisdictions of Yuba-Sutter Economic Development District
Sutter County ♦ Yuba County
Live Oak ♦ Wheatland ♦ Marysville.



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).

Yuba County received a \$173,500 grant from Yuba Water Agency for the Hallwood Flood Risk Reduction project as part of an urgent flood risk reduction project in the small community of Hallwood. Hallwood is a community positioned



along the Yuba River that has a heightened risk of flooding because of recent changes in the river and the deterioration of a protective training wall, known as the North Training Wall. The grant will go toward development of a plan for interim repair to the training wall and development of an analysis detailing appropriate water stages to call for evacuations for Hallwood, related to the flood risk associated with a failure of the North Training Wall.

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

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

Both counties are in the process of bringing existing levees up to 200-year flood protection. Three Rivers Levee Improvement Authority (TRLIA), a joint powers agency, was established in May 2004 by the County of Yuba and Reclamation District 784 to finance and construct levee improvements in south Yuba County. TRLIA's mission is to provide 200-year flood protection. Four work phases were identified to achieve that goal along the Yuba, Feather, and Bear Rivers and the Western Pacific Interceptor Canal. To date, the Feather River Levee Improvements represent the bulk of the fourth phase of work. In total, more than \$420 million is being invested in flood protection improvements, approximately half of which is being paid for by the State of California.

The Sutter Butte Flood Control Agency (SBFCA) is a joint powers agency formed in 2007 by the Counties of Butte and Sutter, the Cities of Biggs, Gridley, Live Oak and Yuba City, and Levee Districts 1 and 9. The agency has the authority to finance and construct regional levee improvements. The SBFCA is planning to improve 44 miles of levees from Thermalito Afterbay south to the Sutter Bypass. Levee



repairs will be completed in two separate phases: Project I, the Feather River West Levee Project, is targeted to be completed by mid-2017. Project II will include the area south of Star Bend to the confluence of the Feather River and the Sutter Bypass and is in the planning stages. The goal of the project is to reduce FEMA Special Flood Hazard Areas. Levee repairs will be completed in two separate projects.

Given the continued and growing threat of extreme weather and wildfire, as seen in 2017 and 2018, we are evolving and expanding it's Community Wildfire Safety Program as an additional precautionary measure to further reduce wildfire risks and help keep their customers and the communities they serve safe.



As part of its expanded wildfire safety efforts in high fire-threat areas like our community, PG&E is doing more real-time monitoring of extreme weather and fire danger conditions, enhancing vegetation management around power lines and conducting accelerated safety inspections of electric infrastructure. As a last



resort for safety, PG&E may also need to turn off electricity when extreme fire danger conditions are forecasted. This work is being done as part of the company's Community Wildfire Safety Program, which implements additional precautionary measures following the 2017 and 2018 wildfires to further reduce wildfire threats. More information can be found at pge.com/wildfiresafety or by emailing wildfiresafety@pge.com.

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 recovery 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.

Collaborative Partnerships

Oroville Dam Coalition which is comprised of three counties, Yuba, Sutter and Butte. The coalition has been formed to monitor Department of Water Resource (DWR) to ensure repairs are made to the Oroville Dam spillway is expeditiously completed; in compliance with project design specification, regulatory requirements and good construction practices; and transparency in all dam monitoring and inspections by DWR.





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 County 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 Agricultural-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.

DRAFT

**Yuba-Sutter Economic Development District
2019 CEDS Projects, Sorted by Jurisdiction**

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|-------------|--|-----------------|
| CALTRANS PROJECTS | | | | | |
| 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/d3itsops.htm</p> <p>Caltrans Project 31: YUB 20 (2.610/2.940) – minor operational improvements of acceleration lane and median refuge construction, between 17th Street and 22nd Street, in Marysville for \$1M provide a benefit/cost ratio of 17.3 for a benefit of \$17.3M over a 20-year period.</p> <p>UPDATE: The Project Initiation Document has been approved, and the project should start roughly 4/1/18 and should be finished by July 2020</p> <p>Caltrans Project 32: YUB 20 (7.9/9.4) – passing lanes and left-turn channelization will improve operations on this rural two-lane facility connecting Browns Valley to Marysville for a cost of \$2.5M. The benefit/cost ratio is 1.3 for a benefit of \$3.2M over the life of the project. This project is included in the SACOG MTP and SR 20 TCR.</p> <p>Caltrans Project 33: YUB 20 (13.27/16.98) – safety and operational improvements of constructing standard shoulders, vertical and horizontal curve corrections, and EB/WB left-turn lanes for 3 ½ mile stretch of rural SR 20 to improve curves/shoulders in both directions for \$5.5M provides an estimated benefit/cost ratio of 2.8 for an estimated benefit of \$15.4M. This project is included in the SACOG MTP and the SR 20 TCR</p> <p>UPDATE: now going through Plans, Specifications, & Estimates phase</p> | \$1,080,000 | SHOPP | 2020 |
| | | | \$2,500,000 | SHOPP | 2025 |
| | | | \$5,500,000 | SHOPP | 2025 |
| Regional R2 Long-term | 6 6.3 | <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> | \$TBD | Various, including Active Transportation Program (ATP) | Various |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|---------------|--|-----------------|
| | | <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 49, from Marysville Rd. to Cleveland Ave. (Camptonville). 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> | | | |
| Regional R3 Long-term | 6 6.5.1 | <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, pedestrian, gateway and landscaping improvements in Yuba City, Live Oak, Marysville and Wheatland.</p> <p>UPDATE: The implementation Plan was completed May 2017. More information is available at: www.dot.ca.gov/hq/tpp/offices/ocp/complete_streets.html.</p> | WAS | Various, including Active Transportation Program (ATP) | Various |
| Regional R4 Long-term | 7 7.1.2 | <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>2019 Live Oak 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 complete. Final design engineering is underway and expected to be complete in September, 2019. Phase 1 is the downtown core from approximately Ash Street north to Ramsdell. The City has been awarded \$10 million in federal TIGER funding for Phase 1. Caltrans and local funds are also committed to complete Phase 1. These costs are estimated at \$32 million. Target completion date is October, 2021.</p> | \$35,000,000 | 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>2019 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> <p>Even though the State will not move forward with the Yuba City bridge project, the city still intends to pursue an alternative proposal to address local</p> | \$600,000,000 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|--|--|---|
| | | <p>transportation needs. However, without an exemption allowing excess property sale funds to be allocated to the local alternative, this project will not be possible.</p> <p>AB 449 would allow Yuba City and Yuba and Sutter counties to develop and file with the California Transportation Commission, an alternative to the state bridge project that is no longer being pursued. If the Transportation Commission approves the local alternative, the sale from the excess property associated with the original state bridge project will be used for the local alternative. Assemblyman Gallagher's office is collecting support letters to help pass a bill that would allow Yuba City, Sutter County and Yuba County retain funds from the sale of properties.</p> | | | |
| 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:</p> <p>A. SR 70, UPRR underpass near Marysville High School, Marysville: Widen and increase vertical clearance</p> <p>B. SR 65, Construct Wheatland highway bypass</p> <p>Rank 2:</p> <p>A. SR 20, Stabler Lane to SR 99, Yuba City: Widen from four to six lanes.</p> <p>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> | <p>\$12,486,000</p> <p>\$20,558,933</p> <p>\$1,198,641 \$TBD</p> | <p>SHOPP</p> <p>Various</p> <p>STIP, local SHOPP</p> | <p>2022</p> <p>2035</p> <p>2035 2035</p> |
| Regional R7 Mid-term | 6 6.4 6.4.1 | <p>Feather River West Levee Project</p> <p>Sutter and Butte counties are planning to improve 44 miles of levees from Thermalito Afterbay south to the Sutter Bypass to reduce flood risk and 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> | \$312,000,000 | State of California, property assessment revenues. | <p>Phase I - 2016</p> <p>Phase 2 - open ended</p> |
| Regional R8 Long-term | 7 7.1.3 | <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 165-acre project site over the Feather River is set for construction for the new 5th Street Bridge, a 4-lane, 10 span cast-in-place post-tensioned concrete box girder bridge. It will connect 5th Street in Marysville to Bridge Street in</p> | <p>\$70,000,000</p> <p>\$49.6 M \$17.4M \$2.6M</p> | TOTAL COST Federal State Local | 2020 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|---------------|--------------------|-----------------|
| | | <p>Yuba City, and include construction of a new 2nd Street Bridge in Yuba City. The project also includes three new traffic signals, roadway widenings and realignments, new access ramps, relocation of existing utilities, improvements to adjacent pedestrian access, bicycle trails, levee access, removal and replacement of trees in floodways, retaining walls and concrete barriers, earthwork, paving and landscaping, with respect to all wildlife and environment permits. This project also includes the eventual demolition of the existing 5th Street Bridge and two UPRR bridges.</p> <p>2019 UPDATE: The project has been fully funded, under construction and will be completed in 2020. The \$58.8 million contract was awarded to MCM Construction of North Highlands in October. The total cost of the project is estimated at \$70 million, with: \$49.6 million coming from federal funds (the Highway Bridge Program and Regional Surface Transportation Program Funds); \$17.4 million from the regional Improvement Program/State Transportation Improvement Program grant (through the Sacramento Area Council of Governments); and \$2.6 million from Yuba City, Sutter County, Yuba County and Marysville, as they are all partners in the project. Project construction began January 2018 and is estimated to be completed in the spring of 2020. This project created approximately 75 local construction jobs.</p> | | | |
| Regional R9 Long-term | 7 7.1 | <p>Wheatland Expressway 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> <p>2018 UPDATE: This is still highly desired by the installation and being worked in the long-range planning efforts.</p> | \$150,000,000 | | |
| Regional R10 Various | 7 7.1 | <p>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:</p> | | | |
| L | 7.1. | A. SR 99, Bogue, Lincoln, Richland and Franklin roads: Intersection improvements. | \$3,800,000 | STIP, local | 2016 |
| L | | B. SR 65, Forty Mile Road: Construct new interchange. | \$2,070,000 | STIP, local | 2020 |
| L | | C. 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 | | D. 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 | 2022 |
| L | | E. SR 99 Elm Street to Coleman Road, Live Oak: Construct additional two lanes with curbs, gutters, sidewalks, Phase 3. | \$6,120,000 | STIP, local | 2025 |
| L | | F. SR 99, Bogue Road to SR 20, Yuba City: Widen expressway to six lanes. | \$31,434,000 | STIP, local | 2026 |
| L | | G. SR 65/70, Goldfields Parkway: Construct new interchange. | \$110,226,000 | STIP, local | |
| L | | H. SR 99, Nevada Street to Riviera Road, Live Oak: Construct additional two lanes with curbs, gutters, and sidewalks, Phase 4. | \$8,853,000 | STIP, local | 2036 |
| L | | I. SR 99, Coleman Road to Nevada Street, Live Oak: Construct additional two lanes with curbs, gutters, and sidewalks, Phase 5. | \$734,000 | STIP, local | 2035 |
| L | | J. SR 20, Stabler Lane to SR 99, Yuba City: Widen highway to six lanes. | \$874,540 | STIP, local | 2028 |
| L | | K. SR 70, Erle Road interchange: Construct improvement to interchange. | \$2,000,000 | STIP, local | 2036 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|-------------------|--------------------|-----------------|
| | | | | | 2036 2036 |
| Regional R11 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: | | | |
| M | 7.1.4 | A. SR 20, east of McGanney Lane to Yuba-Nevada county line and to Mooney Flat Road: Shoulder and curve improvements. UPDATE: Is in the process and should be completed 11/01/2020 | \$28,780,000 | SHOPP | 11/01/20 |
| M | 7.1.4 | B. SR 70, Simmerly Slough: Bridge replacement. UPDATE: Is in the process (Design Safety Review) and will be completed 12/13/2021 | \$82,900,000 | SHOPP | 12/31/21 |
| L | | C. 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 | SHOPP Various | 2036 |
| L | | D. SR 20, N. Walton Avenue to Rocca Way, Yuba City: Widen highway to six lanes. | \$3,128,000 | STIP, local | 2036 |
| L | | E. SR 70, McGowan Parkway: Widen interchange overpass and add traffic signals. | \$5,244,000 | SHOPP | 2035 |
| L | | F. SR 20, Parks Bar Road to Hammonton-Smartsville Road: Shoulder, curve, and turn lane improvements. | \$6,500,000 | SHOPP | 2022 |
| L | | G. SR 99, Lomo railroad crossing north of SR 99/Live Oak Blvd. intersection: Right-of-way and construction of railroad crossing. | \$12,203,000 | STIP, local | 2022 |
| L | | H. SR 70, Marysville Union Pacific Railroad underpass: Widen underpass. | \$12,486,000 | SHOPP | 2022 |
| L | | I. SR 70, north of Marysville to Yuba-Butte county line: Construct passing lanes. | \$37,457,000 | SHOPP | 2022 |
| L | | J. SR 20, Loma Rica Road to Kibbe Road: Construct passing lanes. | | | |
| L | | K. SR 20, Marysville Road to Sicard Street: Shoulder, curve, and turn lane improvements. | \$2,500,000 | SHOPP SHOPP | 2025 2025 |
| L | | L. SR 99, north of Yuba City to Sutter-Butte county line: Construct passing lanes. | \$5,500,000 | SHOPP | 2025 |
| L | | M. SR 20/99, Yuba City: Construct a full interchange, right-of-way acquisition. | \$20,000,000 | | |
| L | | N. SR 20, Yuba and Sutter counties: Widen 10th Street bridge to six lanes. | \$30,507,00 | STIP, local | 2026 |
| BEALE AIR FORCE BASE PROJECTS | | | | | |
| Regional R12 Short-Term | 3 3.1 3.1.1 | BAFB – Repair Utilities in Beale East Design, repair and install underground utilities in support of recently constructed housing. | \$5M-\$8M | Federal | 2019 |
| Regional R13 Short-Term | 3 3.1 3.1.2 | BAFB – Repair & Upgrade Mountain View Housing Utilities (Const) Design, repair and install underground utilities in support of recently constructed housing | \$4M-\$7M | Federal | 2018 |
| Regional R14 Short-Term | 3 3.1 3.1.3 | BAFB – (AFRC) Repair Bldg. 11076, Dock 5 (Const) Complete restoration and modernization of 940th ARW maintenance hangar to address all life safety issues, incl. electrical switchgear. | \$8M - \$11M | Federal | 2018 |
| Regional R15 Short-Term | 3 3.1 3.1.4 | BAFB-Construct Common Mission Command Center (CMCC) This project is a new, approximately 83,000 sf Common Mission Control Center (CMCC) to be constructed adjacent to the new Distributed Common Ground Station Operations Facility (DCGS), currently under construction. | \$70M - \$100M | Federal | 2018 |
| Regional R16 Short-Term | 3 3.1 3.1.5 | BAFB-(AFRC) Repair Fuel Cell, Dock 4, B1088 (D-B) Complete restoration and modernization to address life & safety issues for the KC-135 mission. | \$5M-\$8M | Federal | 2018 |
| Regional | 3 | BAFB-Repair Harris Fitness Center, B2418 (Const.) | \$4M-\$7M | Federal | 2018 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|-------------|--------------------|-----------------|
| R17 Short-Term | 3.1 3.1.6 | Demolish portion of the existing building and construct approx. 6,578 s.f. two-story building replacement. Interior renovations of approx. 8,000 s.f. of space that includes replacement of HVAC and installation of new fire protection systems. | | | |
| Regional R18 Short-Term | 3 3.1 3.1.7 | BAFB-New Temporary Lodging Facility Construct 34 new TLFs units including support and outdoor spaces. Construction includes all electrical, mechanical, communications, fire detection/suppression, security system and utility meters. This project will incorporate US Air Force and ACC green/sustainable design strategies. | \$16M-17M | Federal | 2019 |
| Regional R19 Short-Term | 3 3.1 3.1.8 | BAFB- Repair Water Main Phase 2 (Central Water Tank to Dry Creek Interconnect) (D-B) The objective of this project is to provide safe and reliable potable and fire protection water service to the privatized neighborhoods at the Beale AFB. The existing 60 year-old transmission pipe needs to be replaced to meet CA requirements. | \$1M-\$3M | Federal | 2019 |
| Regional R20 Short-Term | 3 3.1 3.1.9 | BAFB-Repair Dining Facility, B2490 (Contrails) Upgrade Utilities (i.e. Plumbing, Mechanical and Electrical Systems). Upgrade Restrooms to ADA Compliance. | \$4M-7M | Federal | 2019 |
| Regional R21 Short-Term | 3 3.1 3.1.10 | BAFB-Dental Clinic Modernization Renovate existing Dental Clinic. Provide temporary facilities during renovation to continue supporting the mission. | \$10M-\$11M | Federal | 2019 |
| Regional R22 Short-Term | 3 3.1 3.1.11 | BAFB-Construct KC-135 Storage Warehouse B10230 (D-B) Design and construction of 8,000 SF Consolidated Warehouse Facility including sitework, utilities, office, restroom, and janitor's closet for the storage of KC-135 parts | \$1M-\$3M | Federal | 2019 |
| Regional R23 Short-Term | 3 3.1 3.1.12 | BAFB-Repair water Main Phase 3 (Main Base Water Tank to Central Water Tank) Repair and replace Water Main to meet CA Title 22 CCR requirements. | \$1M-\$3M | Federal | 2020 |
| Regional R24 Short-Term | 3 3.1 3.1.13 | BAFB-Repair B2145 Design-Build Project. Relocate the Office from the basement level of B1086 to its new location on the first floor of B2145. Renovate and Repair approx. 8,485 s.f. of B2145. Includes new HVAC, electrical, plumbing and fire protection systems upgrades. | \$3M-\$6M | Federal | 2020 |
| Regional R25 Short-Term | 3 3.1 3.1.14 | BAFB – Repair B214 Multiple Modifications Design changes to include/adding a smoke detector system and UTC Storage Upgrade. Change design to comply with AFRC requirements. | \$1M-\$3M | Federal | 2020 |
| Regional R26 Short-Term | 3 3.1 3.1.15 | BAFB-2MW Photovoltaic (1218 Power Supply) Construct a ground-mounted photovoltaic (PV) solar panel system to include structural support, inverter, distribution extension, grid connections, an integrated automation control and monitoring system and microgrid ready hardware. | \$4M-\$7M | Federal | 2021 |
| Regional R27 Short-Term | 3 3.1 3.1.16 | BAFB-2 MW Solar Array & Microgrid/Battery Storage Projects (ERCIP) Install an advanced microgrid controller with a 1MW/4MWh battery energy storage system (BESS) and by optimizing load management. Integrate with proposed 2MW solar photovoltaic system to charge the BESS and provide demand response capabilities. | \$4M-\$7M | Federal | 2021 |
| Regional R28 | 3 3.1 | BAFB-Renovate Global Hawk B1210/ B1214 | \$4M-\$7M | Federal | 2020 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------|--------------------|-----------------|
| Short-Term | 3.1.17 | Renovate to allow for better organization, increase efficiency, and safer working conditions. | | | |
| Regional R29 Short-Term | 3 3.1 3.1.18 | BAFB- Repair U-2 Flight line Fire Suppression Pump House B1040 Provide Fire Suppression pump house for eight hangers servicing U-2 and Global Hawk Aircraft. | \$1M-\$3M | Federal | 2019 |
| Regional R30 Short-Term | 3 3.1 3.1.19 | BAFB- Repair 4 Bridge System, Gavin Mandry Drive Replace 4 bridge system crossing Best Slough and Dry Creek. Elevate out of 100-year flood plain. Widen to support 2 lane traffic. | \$12M-\$14M | Federal | 2020 |
| Regional R31 Short-Term | 3 3.1 3.1.20 | BAFB- Repair 425 Electric Poles (Well Fields) Replace existing aging overhead electric infrastructure. To comply with environmental constraints, the majority of the facilities will be rerouted underground | \$4M-\$7M | Federal | 2021 |
| Regional R32 Short-Term | 3 3.1 3.1.21 | BAFB- Demolish Kinder Morgan Bulk Storage Tank Remove the 35,000-barrel tank from 1.68 acre facility area and all surface facilities and appurtenances. Once tank is removed, restore the area. | \$5M-\$8M | Federal | 2021 |
| Regional R33 Short-Term | 3 3.1 3.1.22 | BAFB- GH - Campus/MCE Pad Power Distro (B1218, 1215, 1210, 1199A) Power Distribution System upgrade for Global Hawk Campus. | \$3M - \$6M | Federal | 2021 |
| Regional R34 Short-Term | 3 3.1 3.1.23 | BAFB- Repair Military Service Station, F2499 Various repairs to increase fuel capacity, improve monitoring, and improve distribution. | \$1M-\$3M | Federal | 2021 |
| Regional R35 Short-Term | 3 3.1 3.1.24 | BAFB- Construct Fuel Hydrant System MILCON Replace aging underground Fuel Hydrant System. Install security lighting at the Hydrant Storage System. Install electric product recover pumps for water draw off at tanks. Install proper drainage around hydrant secondary containment berms. Install all pipe supports, equipment, and appurtenances related to the new JP-8 fuel piping. Install audible alarms on tanks and pumphouse. | \$25M-\$27M | Federal | 2022 |
| Regional R36 Short-Term | 3 3.1 3.1.25 | BAFB- Repair J Street Water Mains, Phase 1 (D-B) This project is to model, design and conduct repairs to the existing in-service steel drinking water main line distribution system by slip-lining or pipe bursting, or a combination of both methods. The project also includes installing a new 12-inch water line along Gavin Mandry Drive. The new line will bring the distribution system into compliance with the Safe Drinking Water. | \$3M-\$5M | Federal | 2021 |
| Regional R37 Short-Term | 3 3.1 3.1.26 | BAFB- Repair Radar Enclosure Repair leaks in exterior sidings and around the edges of two radar faces. Also included is the removal and replacement of the building's existing roof. | \$1M-\$3M | Federal | 2021 |
| Regional R38 Short-Term | 3 3.1 3.1.27 | BAFB- True North Initiative Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade. | \$2M-\$5M | Federal | 2020 |
| Regional R39 Short-Term | 3 3.1 3.1.28 | BAFB- Mod 1 – True North Initiative Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade. | \$500K | Federal | 2020 |
| Regional R40 | 3 3.1 3.1.29 | BAFB- Repair and Upgrade Bldg. 1218 Complete restoration & modernization of the Mission Control Center -- supports the Ground Segment Modernization Plan. | \$8M-\$11M | Federal | 2020 |
| Regional R41 | 3 3.1 | BAFB- Base-wide Dam Study | \$2M-\$5M | Federal | 2019 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------|--------------------|-----------------|
| Short-Term | 3.1.30 | Evaluate existing conditions of all 22 dams on base and critical culverts. Complete base-wide hydrology and hydraulic models to study surface water drainage systems. Develop Emergency Action Plans for the 14 FEMA reportable dams on base. Determine best course of action to improve flood control system and provide recommendations for repairs. Provide on-site dam safety and flood fight training to base personnel. | | | |
| Regional R42 Short-Term | 3 3.1 3.1.31 | BAFB- Repair 60kV Power Line CMCC Loop 60kV repairs for Loop Feed to prepare for WAPA 230/60kV Interconnection capacity. | \$9M-\$12M | Federal | 2021 |
| Regional R43 Short-Term | 3 3.1 3.1.32 | BAFB- Repair 480V Equip/Controls and Lighting Gen B5761 Replace generator controls, 480V transformers, main distribution panels, motor control centers and emergency lighting generator. | | Federal | 2021 |
| Regional R44 Short-Term | 3 3.1 3.1.33 | BAFB- Renovate Mission Planning Cell (MPC) Mission Planning Cell supports ISR operations. | \$5M-\$8M | Federal | 2020 |
| Regional R45 | 3 3.1 3.1.34 | BAFB- Perimeter fencing (Base Perimeter) Base w/ Options Augment and improve installation fencing. | \$3M-\$8M | Federal | 2020 |
| Regional R46 Short-Term | 3 3.1 3.1.35 | BAFB- Repair Substation B5770 The work consists of the study and development of a complete design, including (1) Creating Demolition drawings for the existing 60/4kV Substation and associated connectivity, and (2) Development of a complete design of a new 60/4kV Substation Replacing the existing Substation. | \$7M-\$10M | Federal | 2021 |
| Regional R47 Short-Term | 3 3.1 3.1.36 | BAFB- Beale WAPA Interconnection Project (BWIP) Improve Resiliency, Reliability & Redundant Power Delivery. | \$46M-\$49M | Federal | 2021 |
| Regional R48 Short-Term | 3 3.1 3.1.37 | BAFB- PSPTS Flood Damage Repair Reconstruct and Repair the 9th Physiological Support Squadron (PSPTS) Facility, B1029 following a storm event in Jan 2019 that caused extensive damage to the building interior, mechanical, electrical, HVAC and Fire Life Safety systems. | \$8M-\$11M | Federal | 2021 |
| Regional R49 Short-Term | 3 3.1 3.1.38 | BAFB- Replace B3340 Artificial Turf: Soccer Field at Youth Center Converting grass turf to artificial turf with sprinkler and drainage system. | \$1M-\$3M | Federal | 2020 |
| Regional R50 Short-Term | 3 3.1 3.1.39 | BAFB- Repair 60kV Circuit Requirement is to replace the aging 60kV wood pole transmission line to a dual fed steel, utility standard, for a more reliable configuration. Power poles must be replaced using utility standard steel poles according to the calculations provided by National Electric Safety Code Standards. Maintaining adequate electric service is critical to mission success. | \$3M-\$5M | Federal | 2021 |
| Sutter County | | | | | |
| Sutter Co. S1 Mid-term | 6 6.1 | 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 | 6 6.1 | 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 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------------|---------------------------------|-----------------|
| Sutter Co. S3 Mid-term | 4 4.1/4.2 | 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; agri-tourism 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 | 11 11.1 | 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 | 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 network. State legislation is contemplated to help cover the shortfall. Projects include safety, maintenance and complete streets. | \$12,000,000 | | |
| Sutter Co. S6 Short-term | 6 6.1 | 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 | 6 6.3.1 | 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. Additionally, the study will provide guidance parameters for future development based on the drainage system capabilities. 2019 UPDATE: The Basin Drainage Study is still in process and will need to be adopted by Sutter County and Yuba City. Capital Improvements will commence following adoption. | \$300,000 | County, Gilsizer District | June 2018 |
| Sutter Co. S8 Short-term | 6 | 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 | 6 6.5 | 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 | 10 10.5 10.5.1 | 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. 2019 UPDATE: Sutter County has completed the design phase and construction began in June 2017. It will add 14 medium security female beds, 28 maximum security male beds as it creates 5,300 sq. ft. of housing and | \$18,000,000 | AB900 | June 2019 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|--------------|------------------------------------|--|
| | | program space and renovates 6,900 sq. ft. of jail and kitchen space. Completion is scheduled for June 2019. | | | |
| Sutter Co. S11 Short-term | 11 11.1 | 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. 2017 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 | |
| Sutter Co. S12 Short-term | 10 10.4 10.4.2 | Sutter County Transitional Homeless Shelter This transitional shelter will house up to 60 homeless persons. The facility would include dormitory sleeping areas, a kitchen area, and a laundry area. Once developed, the County expects the program would assist persons with securing permanent housing and obtaining employment. 2019 UPDATE: Sutter County, utilizing a Citizen Site Selection Committee has recommended the temporary shelter be at 1065 Live oak Blvd. The BOS has accepted this recommendation. Sutter County applied and was approved for HEAP funding for the development of this project. | | | |
| Sutter Co. S13 Short-term | 10 10.5 10.2.1 | 850 Gray Avenue – Health & Human Services The county intends to locate a portion of its Health and Human Services Department to the existing K-Mart Building located at 850 Gray Avenue. 2019 UPDATE: A consultant architectural design firm has been hired to prepare the construction documents with the on-site work scheduled to begin in December 2019. It is anticipated that Health & Human services will be able to move in June 2020. | 15,000,000 | County | Dec.2019 – Design June. 2020 – Move In |
| Sutter Co. S14 Short-term | 7 7.1 7.1.8 | Howsley Road Bridge Replacement The county will replace the existing two-lane 260-foot-long bridge utilizing FHWA Highway Bridge Program funds. | \$10M | FHWA 88.53% County 11.53% | June 2020 Design Nov. 2022 Const. |
| Sutter Co. S15 Short-term | 7 7.1 7.1.9 | Larkin Road Bridge Replacement The county will replace the existing two-lane 40-foot-long bridge utilizing FHWA Highway Bridge Program funds. | \$1M | FHWA 88.53% County 11.53% | June 2019 Design Nov. 2021 Const. |
| Sutter Co. S16 Short-term | 7 7.1 7.1.10 | Nicolaus Avenue Bridge Replacement The county will replace the existing two-lane 70-foot-long bridge utilizing FHWA Highway Bridge Program funds. | \$3M | FHWA 88.53% County 11.53% | June 2019 Design Nov. 2021 Const. |
| Sutter Co. S17 Short-term | 7 7.1 7.1.11 | Tisdale Road Bridge Replacement The county will replace the existing two-lane 40-foot-long bridge utilizing FHWA Highway Bridge Program funds. | \$1.5M | FHWA 88.53% County 11.53% | June 2020 Design Nov. 2022 Const. |
| Sutter Co. S18 Short-term | 7 7.1 7.1.2 | Kent Avenue Bridge Replacement The county will replace the existing two-lane 80-foot-long bridge utilizing FHWA Highway Bridge Program funds. | \$2M | FHWA 88.53% County 11.53% | June 2020 Design Nov. 2022 Const. |
| Yuba County | | | | | |
| Yuba Co. Y1 Long-term | 6 6.3 | 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 | \$80,000,000 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|----------------------|---|-----------------|
| | | area capable of supplementing and/or replacing the existing wastewater treatment plant. | | | |
| Yuba Co. Y2 Long-term | 6 6.5 | 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 | 6 6.5 | 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 | 6 6.5 | 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. Y5 Mid-term | 6 6.5 | 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. Y6 Short-term | 6 6.4 | 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. Y7 Mid-term | 7 7.2 7.2.2 | Olivehurst 7th Avenue Projects This public works project consists of implementing road improvements to 7 th Ave. to the RR tracks in Olivehurst as outlined in the 2017 Master Plan. This project includes improvements to: curb, gutter, sidewalk, drainage and street overlay 2019 UPDATE: Phase 1 between Powerline and Olivehurst Ave. was completed. The second phase, Olivehurst Ave. to the RR tracks is slated for construction this summer. | 1,035,000 800,000 | ATP ATP | 2019 |
| Yuba Co. Y8 Short-term | 7 7.2 7.2.3 | 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. 2019 UPDATE: N. Beale Phase 1 is completed (Lindhurst Ave. to Hammonton Smartsville Road). Phase 2 and 3 are scheduled in the future as additional money allows. These phases will make improvements on N. Beale Rd. out to Griffith Ave. Phase 2 received an additional funding allocation in 2019, and we anticipated starting construction in 2020/21. | \$10,000,000 | Federal and state transportation funds | 2022 |
| Yuba Co. Y9 Mid-Term | 6 6.5 | Bikeways and 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 | \$6,500,000 | | 2020 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------|-------------------------------|-----------------|
| | | to the Yuba County Bikeway Master Plan, which lists and prioritizes projects and their estimated costs. | | | |
| Yuba Co. Y10 | 10 10.4 10.4.1 | <p>14Forward Homeless Project Yuba County partnered with several nonprofit agencies and the private sector to develop 14FORWARD, a temporary shelter and resource center for the homeless. The site includes 20 2-person structures, an onsite manager, dog facility, and provides services and resources to move the homeless toward permanent employment and housing.</p> <p>2018/2019 UPDATES: 14Forward was honored with the California State Association of Counties' Innovation Award, as being a leader in the state for innovative solutions to addressing homelessness. Since opening, 250 homeless individuals entered the program; 67 secured permanent housing; 32 secured other temporary housing; 58 increased their income.</p> | 2,500,000 | State, local, federal | Ongoing |
| Yuba Co. Y11 Mid-Term | 7 7.1 7.1.3 | <p>County Bridge/Culvert Repair There are 75 HBP-eligible bridges (greater than 20' in length) and numerous other culvert and drainage structures owned and maintained by Yuba County. Currently the County has 75 bridges that are of sufficient length (>20') to be eligible for Caltrans inspection. Of these, 29 bridges have a SR below 80 and above 50 which qualify for HBP rehabilitation funds, and 8 bridges have a SR below 50 which qualify for HBP replacement funds.</p> <p>2019 UPDATES: In the foothills, one bridge was rehabilitated, the covered wood bridge on Alleghany Rd, and two bridges were replaced the Slate Creek bridge on Scales Road and the New York House Road Bridge at Dry Creek.</p> | 16,810,000 | HBP/FSTIP | 2020 |
| Yuba Co. YA1 Mid-term | 1 1.2 | <p>Relocate Airport Drainage Ditch This project 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.</p> | 2,500,000 | | |
| Yuba Co. YA2 Mid-term | 1 1.2 | <p>Yuba County Airport Terminal Building 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.</p> | \$1,500,000 | | |
| Yuba Co. YA3 Mid-term | 6 6.5 | <p>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.</p> | \$1,500,000 | | |
| Yuba Co. YA4 Mid-term | 6 6.5 | <p>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.</p> | \$850,000 | | |
| Yuba Co. YA5 Short-term | 6 6.5 | <p>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.</p> | \$750,000 | Federal and local funds | 2020 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------|------------------------------|-----------------|
| Yuba Co. YA6 Short-term | 1 1.2 1.2.7 | <p>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.</p> <p>2019 UPDATE: Received only 1 response to RFP for A&E. Construction & AE costs have sky-rocketed and County is seeking additional funding for the project. A budget amendment has been submitted to EDA to at least cover the planning phase. Depending upon receipt of additional funding construction is estimated to begin in late summer 2020 and completion prior to winter rains in the same year.</p> | 1,158,494 | Federal, private local | 2021 |
| Yuba Co. RD1 Long-term | 1 1.2 | <p>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.</p> | \$4,500,000 | | |
| Yuba Co. RD2 Long-term | 6 6.3 | <p>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.</p> | \$3,000,000 | | |
| Yuba Co. RD3 Long-term | 6 6.3 | <p>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.</p> | \$2,750,000 | | |
| Yuba Co. RD4 Long-term | 6 6.3 | <p>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.</p> | \$1,800,000 | | |
| Yuba Co. RD5 Long-term | 6 6.3 | <p>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.</p> | \$1,500,000 | | |
| Yuba Co. RD6 Long-term | 6 6.3 | <p>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.</p> | \$1,200,000 | | |
| Yuba Co. RD7 Long-term | 6 6.3 | <p>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.</p> | \$1,050,000 | | |
| Yuba Co. RD8 Mid-term | 6 6.3 | <p>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</p> | \$4,500,000 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|------------------------------|--------------------|-----------------|
| | | 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. | | | |
| Yuba Co. RD9 Mid-term | 6 6.3 | 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 | 6 6.3 | 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 | 6 6.3 6.3.5 | 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. 2019 Update: Much of the Regional Drainage Facility (RDF) has been constructed. Funding of approximately \$2.5 M is still needed to install a pipe from the RDF down Murphy Road to the levee, connect to pipes in levee and construction of an outfall structure on the waterside. The next section of levee that will receive attention – Phase 2A South – will run from the Fifth Street Bridge south to the Union Pacific railroad crossing, which is about 2,900 feet. The contract to do the work was awarded in September, Engler said, and crews will start work in the spring after the flood season ends. This work is estimated to cost \$10 million. After that, officials expect to award a contract for the next phase – Phase 2C, or about 1,500 feet of levee between the railroad crossings on the southwest corner of Marysville – next spring with construction starting later in the year or in 2020. The largest portion of planned levee improvements would be next in line, with about 13,500 feet running from the Chinatown area to the Recology landfill. Officials are eyeing next fall to award the contract for the work estimated to cost \$40 million, with construction likely beginning in spring 2020. All that would be left would be a relatively small stretch of levee at the north end of the city, estimated to cost roughly \$7 million. Engler said this phase of the project is still in its design phase. | \$6,000,000 2,500,000 | Local funds | 2025 |
| Yuba Co. OPUD1 Mid-term | 6 6.3 | 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. | \$2,400,000 | | |
| Yuba Co. OPUD2 Mid-term | 6 6.3 | 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 | \$2,000,000 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|---|---|-----------------|
| | | would realize a savings: parks, landscape strips and schools and, if extended, residences. | | | |
| Yuba Co. OPUD3 Mid-term | 6 6.3 | 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 | | |
| Yuba Co. OPUD4 Mid-term | 6 6.3 | 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. OPUD5 Short-term | 6 6.3 | 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 | 6 6.3 | 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 | | |
| Yuba Co. PVT1 Mid Term | 1 1.2 1.2.9 | Forest Biomass Business Center Development – Camptonville Camptonville Community Partnership (CCP), is a small, rural, community-based non-profit organization located in the town of Camptonville in the Yuba County foothills that proposes to develop a small forest biomass to energy facility that would be part of a new small business campus, located in an unincorporated area approximately 11 miles southwest of Camptonville and 3 miles east of Dobbins. CCP intends to attract other businesses to the site, where heat and power would be available from the facility making the overall facility a high efficiency combined heat and power operation. 2019 UPDATE: Progress to date includes bioenergy power plant feasibility study, technology due diligence, co-products consideration, project developer selection, site assessment, and financial model. CCP is expected to soon complete the facility's conceptual engineering and design, fuel specification, and construction budget and timeline, and to obtain the project's Conditional Use Permit/CEQA and its utility interconnection study. CCP is working to get under contract on its California Energy Commission Electric Program Investment Charge (EPIC) grant program. This \$4.9MM grant will fund a portion of the bioenergy facility's equipment and construction. In December 2018, CCP received two additional grants: one from Yuba Water Agency which will fund preparation of the project's Conditional Use Permit/CEQA and site due diligence, and a second from the Sierra Nevada Conservancy's Timber Regulation Forest Restoration Fund which will support the facility's integration design and engineering. In March 2019, CCP together with the South Yuba River Citizens League (SYRCL), the Tahoe National Forest and Yuba Water Agency received a grant from the California Department of Conservation Watershed Coordinator project to lead a collaborative forest health program in the Yuba River watershed. SYRCL is the fiscal agent for this grant. | 326,455 394,837 47,817 276,500 4,900,870 470,000 | Sierra Nevada Conservan cy USDA National Forest foundatio n YWA California Energy Commissi on EPIC CA Dept. of Conservati on | Unknown |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|--------------|---------------------------------------|-----------------|
| Live Oak | | | | | |
| Live Oak LO1 Long-term | 7 7.2 | 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 | 6 6.3 | 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 | 10 10.3 | 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 | 11 11.1 | 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 | 11 11.1 | Develop a Strategy to Maximize Commercial Opportunities Associated with Live Oak's Proximity to the Sutter Buttes and the Feather River 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. | \$35,000 | CDBG | Unknown |
| Live Oak LO6 Mid-term | 8 | 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 | 2022 |
| Live Oak LO7 Mid-term | 11 11.1 11.1.7 | 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- | \$2,200,000 | ATP, SACOG, LWC, local funds | 2020/ 2025 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|-------------|--|-----------------|
| | | <p>way. The project has four phases, with the first phase completed in 2010 and the third phase completed in 2015.</p> <p>2019 UPDATE: Phase 4 will be completed during 2019/2020. The city is seeking funding for phase 2.</p> | | | |
| Live Oak LO8 Short-term | 1 1.2 | <p>Live Oak Base-Level Jobs Initiative</p> <p>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.</p> | \$35,000 | CDBG | Unknown |
| Live Oak LO9 Short-term | 8 | <p>“Sunny’s Market” Reuse Plan</p> <p>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.</p> | \$35,000 | CDBG | Unknown |
| Live Oak LO10 Short-term | 1 1.1 | <p>Diamond Walnut Facility Reuse Plan</p> <p>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.</p> | \$75,000 | CDBG | Unknown |
| Live Oak LO11 Short-term | 6 6.5 6.5.2 | <p>Pennington Road Rehabilitation</p> <p>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.</p> <p>2019 UPDATE: Construction is expected to be completed in 2020. Reconstruction to the east of Larkin Road was completed in 2018.</p> | \$1,094,776 | SACOG, CDBG | 2020 |
| Live Oak LO12 Short-term | 6 6.5 6.5.3 | <p>Water Service and Supply Improvements for Live Oak East of State Route 99</p> <p>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.</p> <p>2019 UPDATE: In 2019 the city will complete construction of a 12-inch water main in Pennington Road from O Street east to L Street with associated road improvements. L Street to Orchard Way was completed in 2018. 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 is located on Larkin Road in the northeast quadrant of the city. Phase 1 of the project will be completed in 2019 and includes the 1,000-gpm well with arsenic filtration and connection to the distribution system. Funding for Phase 2 was awarded from CDBG and phase 2 construction will take place in 2020. CDBG award was \$4,500,000.</p> | \$6,500,000 | CDBG, Prop 84, local funds | 2020 |
| Live Oak LO13 Short-term | 6 6.5 6.5.4 | <p>Soccer Park/Drainage Basin Improvements</p> <p>Live Oak has completed construction of Phase 1 of a joint-use storm drainage detention 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</p> | \$5,200,000 | Prop 84 Grant 1,800,000 2,000,000 in kind funding – | 2020 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|--------------|---|-----------------|
| | | funded with a Proposition 84 (Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006) grant. 2019 UPDATES: In 2018 the City made additional improvements including paving the parking area and adding a maintenance building. The City is seeking funding for construction of Phase 2 improvements including one or more additional soccer fields in the complex and additional park features and amenities. | | Sutter Butte Flood Control Agency, 700,000 – City of Live Oak | |
| Live Oak LO14 Short-term | 6 6.5 6.5.5 | Wastewater Treatment Plant Solar Live Oak's new wastewater treatment plant was designed with the possibility of connection to a solar array to power the plant. 2019 UPDATE: Live Oak completed a feasibility analysis and is expecting a \$1.68 million grant award from the California Water Resources Control Board in 2019 for 2020 construction. | \$2,200,000 | WRCB | 2020 |
| Live Oak LO15 Short-term | 6 6.5 | Leo Chesney Center Reuse 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. | Unknown | Unknown | Unknown |
| Live Oak LO16 Short-term | 11 11.1 11.1.2 | Live Oak Recreational Area Feasibility Analysis Live Oak has applied for CDBG Technical Assistance funding for an evaluation of the sustainability and expansion opportunities for the Sutter County-owned Live oak Recreation Area located 1.5 miles east of the City of Live Oak. 2019 Update: The City was awarded \$100,000 technical assistance grant from CDBG to complete a feasibility analysis of the park. Anticipate early 2020 study completion. | \$785,000 | CDBG | 2020 |
| Live Oak LO17 Short-term | 6 6.5 6.5.6 | Bicycle and Pedestrian Infrastructure Master Plan Live Oak has received funding from SACOG for development of a bicycle and pedestrian facilities master plan. The plan was completed and accepted by the City Council in 2016. 2018 UPDATE: The City of Live Oak is seeking funding for improvements outlined in the plan. Total improvements are approximately \$21 million | 21,000,000 | Various | As Funded |
| Live Oak LO18 Short-term | 6 6.5 | Housing Rehabilitation and First-Time Homebuyer Programs 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. | \$700,000 | CDBG, HOME | Ongoing |
| Live Oak LO19 Long-term | 7 7.1 7.1.6 | Pennington Road Feather River Crossing Live Oak is seeking funding for a feasibility analysis of construction a bridge over the Feather River on Pennington Road East of the city limits, connecting Pennington Road to Highway 70. | | | |
| Marysville | | | | | |
| Marysville M1 Long-term | 6 6.5 | Reroute Union Pacific Railroad Tracks around Marysville on the West 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 | \$60,000,000 | | 2030 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|---|---|-----------------|
| | | rejoining the existing track bed south of the city limits at approximately Erle Road in Linda. | | | |
| Marysville M2 Mid-term | 6 6.4 6.4.4 | <p>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. The Marysville Ring Levee project is a multi-phase project that will upgrade the levee that surrounds Marysville. The primary purpose of the project is to strengthen the existing levee by implementing additional measures to reduce the likelihood of through- and under-seepage. The U.S. Army Corps of Engineers Sacramento District is partnering with the California Central Valley Flood Protection Board and the Marysville Levee District to complete the estimated \$92.5 million project. The state of California has appropriated \$17 million toward the project as part of their commitment to upgrade the state's levee systems. Currently, project completion is slated for 2019. The project is designed and constructed to meet the state's requirement of 200 year-level flood risk for urban areas - or a 1-in-200 chance of flooding in any given year. Due to the elevation of the levees, the project will surpass that criteria making Marysville one of the lowest at-risk cities in California's Central Valley after all flood reduction measures are constructed.</p> <p>2019 UPDATE: The U.S. Army Corps of Engineers award \$13M to complete the construction of the Marysville Ring Levee Project. Project completion is slated for 2022. Yuba Water Agency awarded a grant \$200,000 grant to perform an analysis of the project to determine if it supports the criteria necessary to obtain certification from the Federal Emergency Management Agency and the State of California.</p> | \$92,500,000 \$13,000,000 \$200,000 | U.S Army Corp of Engineers YWA | 2022 |
| Marysville M3 Mid-term | 7 7.2 | <p>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 9th Street, allowing a safer, more pedestrian-friendly walkable interconnection between the Lake District and the adjoining historic Downtown District to the south.</p> | \$15,000,000 | | 2020 |
| Marysville M4 Mid-term | 11 11.1 | <p>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.</p> | \$1,000,000 | | 2025 |
| Marysville M5 Mid-term | 7 7.2 | <p>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.</p> | \$950,000 | | 2025 |
| Marysville M6 Mid-term | 11 11.1 11.1.3 | <p>Ellis Lake Restoration A public works project to restore the 37-acre Ellis Lake area (between 9th and 16th 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.</p> <p>The lake was developed in the 1930s by the Work Progress Administration (later renamed Work Projects Administration). The intended scope of work</p> | \$1,000,000 | City | 2025 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|--------------|---------------------------------------|-----------------|
| | | 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. 2018 UPDATE: Marysville is currently under contract to evaluate two concepts to mitigate oxygen levels in Ellis Lake. 2019 UPDATE: No further progress made | | | |
| Marysville M7 Mid-term | 7 7.2 7.2.5 | 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. 2018 UPDATE: Marysville City Engineer is currently completing PSE tasks. Engineering documentation is expected to be completed in early 2019 2019 UPDATE: Still in process. | 3,250,000 | State Active Transport ation | 2022 |
| Marysville M8 Mid-term | 7 7.2 | 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. 2019 UPDATE: Marysville is discontinuing this project as their priorities and focus has changed. | | | |
| Marysville M9 Mid-term | 6 6.3 | 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 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 2017. 2019 UPDATES: The city is now fully connected its waste system to the Linda County Water District. The project cost approximately \$15M to construct and connect. The next step is phasing out its current wastewater treatment ponds located on the water side of the levee. | \$15,000,000 | | 2022 |
| Marysville M10 Short-term | 6 | 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. | \$550,000 | | 2019 |
| Marysville M11 Short-term | 11 11.1 11.1.4 | 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- | \$2,500,000 | CDBG | 2022 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|-------------------------|--------------------|-----------------|
| | | <p>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.</p> <p>2018 UPDATE: Marysville has received \$46,500 in CDBG project funding to prepare a feasibility plan for a possible multi-use Bike Hub/Community Center. Following competitive procurement, a firm has been selected to prepare the plan.</p> <p>2019 UPDATE: Feasibility plan is still in process</p> | | | |
| Marysville M12 Short-term | 11 11.1 | <p>East Lake Restoration</p> <p>A public works project to improve the nine-acre lake areas between 14th and 16th 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.</p> | \$1,000,000 | | 2030 |
| Marysville M13 Short-term | 7 7.2 7.2.4 | <p>Incorporate Streetscape Improvements on State Route 70 from 1st Street to 6th Street</p> <p>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.</p> | \$2,000,000 | | 2025 |
| Marysville M14 Short-term | 11 11.1 | <p>Rehabilitate the River District for recreation and eco-tourism</p> <p>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.</p> | \$1,000,000 | | 2025 |
| Marysville M15 Short-term | 11 11.1 | <p>Acquire and Refurbish State Theater</p> <p>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.</p> <p>2019 UPDATE: Marysville is discontinuing this project as their priorities and focus has changed.</p> | | | |
| Marysville M16 Short-term | 7 7.2 7.2.1 | <p>Accelerate Street Resurfacing and Improvements in the Five Major Economic Development Districts to Support Business Investment</p> <p>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.</p> <p>2018 UPDATE: Marysville has completed the Pavement Management Study as a precursor to explore outside funding sources, including to serve as local match for federal grants. The Study will be presented to the City Council at the April 3, 2018 meeting</p> <p>2019 UPDATE: No further progress at this time.</p> | \$5,600,000 \$50,000 | Unknown SACOG | 2019 2022 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|--|--------------|----------------------------------|-----------------|
| Marysville M17 Short-term | 6 6.3 | 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. 2019 UPDATE: Installation of solar photovoltaic system at city was completed at city hall in October 2018. Funding is currently being sought to complete project. | \$350,000 | | 2022 |
| Marysville M18 Long-term | 11 11.1 11.5 | Marysville Parks and Open Space Improvements Master Plan The City of Marysville is the primary provider of park and open space facilities to the Marysville community. The City has been providing parks and recreation services to residents since the 1860s and this document provides recommendations for recreation facilities and programs to meet the needs of City residents through the year 2035. This Master Plan addresses multiple community interests and prioritizes investments in facility upgrades, capital improvements, and initiatives to provide the largest public benefit. 2019 UPDATE: Parks and Open Space Master Plan Draft completed - This Master Plan provides policy direction to the City for new park and facility standards, implementation of capital improvements, and non-capital projects and initiatives, based on current City and nearby community resources, demographic trends, and community needs. This plan identifies approximately \$9.1 million in recommended capital projects. | | | |
| Wheatland | | | | | |
| Wheatland W1 Mid-term | 6 6.3 6.3.4 | Wastewater Treatment Plant The project involves design, environmental and planning 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. 2019 UPDATE: The City is looking for alternative opportunities including a regional wastewater plant. | \$50,000,000 | Development impact fees, unknown | Unknown |
| Wheatland W2 Mid-term | 6 6.4 6.4.6 | Levee Improvement Projects The City is currently in the process of coordinating with local reclamation districts to protect 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 as well as potential improvements to Bear River Levee 2019 UPDATE: Flood Risk Reduction Feasibility Study is underway and will be completed by end of 2019. | \$1,000,000 | DWR | Unknown |
| Wheatland W3 Mid-term | 6 6.5 6.5.11 | 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 W4 Short-term | 10 10.5 10.5.2 | 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 | \$200,000 | Unknown | Unknown |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|------------|--------------------|-----------------|
| | | <p>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.</p> <p>2019 UPDATE: The last phase of this project went out to bid in 2017 and the \$153,000 renovation of the evidence, interview, armory and storage rooms is complete. The total cost of both phases and property acquisition was approximately \$400,000. PROJECT IS COMPLETE.</p> | | | |
| Wheatland W5 Short-term | 11 11.1 11.1.8 | <p>Wheatland Community Gardens</p> <p>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.</p> <p>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.</p> <p>2019 UPDATE: The first phase of the Wheatland Community Garden was completed in 2013 and continues to flourish. The second Phase of the Wheatland Community Garden project is pending.</p> | \$50,000 | Unknown | Unknown |
| Wheatland W6 Mid-Term | 8 8.1 8.1.1 | <p>Wheatland Comprehensive General Plan Update</p> <p>The project would consist of producing a City of Wheatland Comprehensive General Plan Update. The current City of Wheatland General Plan was completed in 2006. City General Plans are expected to have a 20-year lifespan and typically require several years to complete; therefore, the City of Wheatland is due to begin a General Plan Update. The project would include an update to the seven elements of the general plan required by the State of California, including an update to the City's Housing Element. The project would require substantial input and review by city stakeholders and the community. The project would also include the preparation of a program-level environmental impact report as required by the California Environmental Quality Act</p> | \$500,000 | | |
| Wheatland W7 Mid-Term | 8 8.1 | <p>Wheatland Comprehensive Zoning Code Update</p> <p>The project would consist of updating the City of Wheatland Zoning Code to be consistent with a Wheatland Comprehensive General Plan Update. The current City of Wheatland Zoning Code was adopted in 1991, and much of the land use restrictions are considered outdated. The project would consist of reviewing and applying current land use and zoning restrictions to modern-types of land use development. A substantial public outreach program would be necessary to ensure zoning would adequately meet the needs of the community. An environmental impact report would be included as a component of this project.</p> | \$100,000 | | |
| Wheatland W8 Short-Term | 11 11.1 11.1.6 | <p>Wheatland Parks and Recreation Master Plan</p> <p>The project involves the completion of a parks master plan for the City of Wheatland. The City of Wheatland does not have a parks and recreation master plan and has limited policy direction on how future parks are to be developed. A parks and recreation master plan will provide developers and community an understanding of how and where parks will be constructed,</p> | \$100,000 | | |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|---------------|--|-----------------|
| | | the amenities that will be incorporated into the parks, and the sizes of the parks. These parks may include such facilities as tot-lots, ball fields, and aquatic facilities. The recreation plan will identify the types of recreation activities that the City of Wheatland will provide to its constituents. A public outreach program will be included to create the plan. The plan will also require an environmental review as required by the California Environmental Quality Act. | | | |
| Wheatland W9 Mid-Term | 7 7.1 7.1.6 | <p>Highway 65 Interim Capacity Improvements</p> <p>Provide interim congestion relief on Hwy-65 within the Wheatland city limits until completion of the Wheatland By-Pass. Traffic volumes in this segment have substantially increased since completion of the Lincoln By-Pass in 2014. Peak hour traffic queues extend well beyond the City limits on weekdays and local traffic finds it difficult to get across town to access local schools and businesses.</p> <p>In addition, the increase in traffic from Beale Airforce Base due to added missions at the base puts even more traffic pressure on the Main Street traffic signal and Highway 65. Off-peak volumes are also expected to increase with completion of the Hard Rock Casino (estimated Fall of 2019). Additional traffic will be generated as planned development occurs to the north and east of the City.</p> <p>Improvements may include traffic signal coordination, intersection modifications, restrict turning movements, highway widening, roundabouts or other measures as determined effective by Caltrans and the City.</p> | \$1M too \$8M | SHOPP, CMAQ, SACOG, FLAP, Impact Fees | 2021 |
| Wheatland W10 Short-Term | 7 7.2 7.2.6 | <p>Wheatland Pavement Management Program (PMP)</p> <p>Develop the City's first pavement management program (PMP). The PMP will produce a comprehensive and detailed inventory of the City's roadways, estimate the pavement condition index (PCI) for each segment, develop treatment costs and strategies, and provide various recommended treatment scenarios.</p> | \$50,000 | Gas Tax, SB1, | 2020 |
| Wheatland W11 Short-Term | 7 7.2 7.2.7 | <p>Spenceville Road Rehabilitation (joint City/County project)</p> <p>Spenceville Road is a two-lane arterial facility connecting Beale Air Force Base and State Route 65 through the City of Wheatland. The project will provide rehabilitation, restoration and resurfacing to approximately 5 miles of roadway between Main Street and Hollis Lane. This two-lane roadway provides access to City, County and Air Force Base residents as well as general traffic associated with Beale Air Force Base.</p> <p>The proposed project site follows a level to gently rolling terrain that lends to higher than posted speeds and numerous speed related accidents. Traffic counts range from 3,200 vehicles per day on Main Street east of SR 65 to 3,100 vehicles per day on Spenceville Road west of Japer Lane. The majority of the traffic counts can be attribute to the Beale Air Force Base due to the geography of the road and connectivity to the Base.</p> <p>The purpose of this proposed project is to rehabilitate or reconstruct the pavement dependent on conditions in various segments. The existing conditions of the roadway include rutting, wearing and cracking. Rutting has resulted from permanent deformation in any of the pavement layers or subgrade usually caused by consolidation or horizontal movements of the material and occurs gradually across the wheel path due to traffic loads. The major work elements include base repairs, crack sealing and hot mix asphalt resurfacing.</p> <p>The rehabilitation of this project is essential to continue providing access to the public and to the Beale Air Force Base. This roadway helps to generate revenue for local business in the area. Spenceville Road is eligible to receive</p> | \$7M | Gas Tax, SB1, SACOG, FLAP | 2022 |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|------------|--------------------|-----------------|
| | | funding under the California Federal Lands Access Program (CA FLAP) which provides funds for transportation facilities that provide access to or are located on or adjacent to Federal Lands. | | | |
| Wheatland W12 Short-Term | 6 6.5 6.5.11 | Water System Reliability and Efficiency Project The City of Wheatland water system is aging with portions of the system more than 100 years old. The project consists of removing the seismically deficient water tower from service by employing new ground mounted hydro-pneumatic tanks and booster pumps to supply water pressure to the City. The project also includes replacement of domestic water meters, new production meters, water meter automation to assist with leak detection and remote metering reading, SCADA replacement, and new billing software. The primary goal of the Wheatland Water System Reliability Project is to ensure an adequate and reliable water supply that meets the needs for the City of Wheatland | \$1M | DWR, YCA | 2020 |
| Wheatland W13 Short-Term | 6 6.3 6.3.5 | North Storm Water Detention Basin Rehab Improvements to the existing basin that discharges to Dry Creek including: construction of a stilling basin at the pump intakes, replacement of existing pumping equipment that has reached its service life, establishing an outlet canal to prevent levee erosion and repair existing erosion at the toe of the levee. Benefits include enhance/improve water quality of discharge to Dry Creek, protect the existing levee from further erosion. | \$600,000 | Unknown | 2022 |
| Wheatland W14 Mid-Term | 6 6.3 | Wheatland Wastewater Treatment Plant Hazard Mitigation The project will convert Wheatland's existing plant from a secondary to tertiary treatment plant, relocate the infiltration basins from the flood plain to the protected side of the Bear River Levee and provide equipment to provide safeguards from potential sewer overflows. The City of Wheatland wastewater treatment plan currently has a lack of redundancy (that is found in modern plants), and the plant infiltration ponds are currently on the river side of the Bear River levee. In 2005, the river rose to a near flood stage level and washed the City's infiltration ponds away resulting in a direct discharge of secondary treatment effluent into the Bear River. The project addresses the need to improve wastewater management and reduce potential water quality impacts from unanticipated discharges. The project also gives the City of Wheatland the opportunity to convert some of the new infiltration ponds into storage for recycled water. Benefits include improved wastewater management and manage water quality impacts from spills and discharges while addressing the rising costs of operation and regulatory compliance. | \$4.6M | Unknown | Unknown |
| Wheatland W15 Long-Term | 10 10.5 | Improve Walkability to Elementary, Middle and High Schools The project involves providing walking and biking opportunities for students across Wheatland's four railroad grade crossings. Currently, three of the four crossings have no bike or pedestrian accommodations, and the only improved crossing is the furthest from school routes. The improvements would include modifying railroad grade crossings at Second Street, Third Street and Fourth Street to include ADA compliant sidewalks on both sides of the street and railroad protection devices in accordance with CPUC and railroad standards. Other improvements would include the addition of fencing and other barriers to discourage the unsafe and illegal crossing of the tracks between grade crossings. | \$1,400,00 | State, Unknown | Unknown |

| Jurisdiction Project No. Priority | Goal Objective Action | Project Description | Total Cost | Funding Sources | Project Date |
|---|-----------------------------|---|------------|--------------------|-----------------|
| Wheatland W16 Short-Term | 11 | City of Wheatland Business Park Feasibility Study This study will determine the feasibility of a business park within the Johnson Rancho annexation area. The study will attempt to identify preferred location, size, feasibility and action steps | \$100,000 | SACOG | 2021 |

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