



June 3, 2020

Ms. Lisa Thomason
City Clerk
313 Main St.
Wheatland, CA 95692

Dear Ms. Thomason

Yuba-Sutter Economic Development Corporation requests to be placed on the City of Wheatland City Council meeting agenda of July 14 at 6:30 pm to present the Yuba-Sutter Comprehensive Economic Development Strategy (CEDS), as happens every year. The presentation will take no more than 15 minutes and will be made by Brynda Stranix, President/COO and Cynthia Roderick, CEDS Committee Chair.

Included with this request is a staff report and resolution wording. I have provided you with digital copies of the 2020-2025 CEDS Draft and appendices to be posted on your public bulletin board for public comment or if you prefer, you can add the following link to your web page or social media pages: <https://www.ysecdc.org/ceds>.

Typically, you have not required printed CEDS document and appendices for review by City Council Members. However, the format of the CEDS is different this year and we will bring a few copies for your office on the 14th.

Please forward this request to Jim Goodwin, City Manager

Thank you for your assistance.

Sincerely,

A handwritten signature in blue ink that reads 'Cynthia L. Roderick'.

Cynthia Roderick
CEDS Committee Chair



STAFF REPORT

DATE: June 3, 2020

TO: The Honorable Jim West, Mayor
Members of the City Council of the City of Wheatland

FROM: Brynda Stranix, District Director
Yuba-Sutter Economic Development District

SUBJECT: Yuba-Sutter Economic Development District
2020-2025 Comprehensive Economic Development Strategy (CEDS)

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 helps 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.

An annually updated 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.

This document represents the goals and objectives of the Yuba-Sutter Economic Development District which is comprised of Yuba and Sutter Counties and the cities of Marysville, Live Oak, Wheatland and Yuba City.

DISCUSSION

The CEDS process is a continuing economic development planning process, developed with broad-based and diverse community participation. The CEDS document contains:

- A regional overview of the Yuba-Sutter Economic Development District with discussion of economy, geography, population, labor force, resources and the environment.
- A section identifying business and industry clusters and focus.
- A vision statement to inspire and guide the community, its leaders and the Yuba-Sutter Economic District.
- A section identifying the region's strengths, weaknesses, opportunities and threats which includes an analysis of the SWOT identifying the positives, negatives, and what needs to be done to improve the region.
- A section identifying potential economic and natural disaster and planning for recovery and resiliency for the region.
- A section setting forth the strategic direction, goals and tactics to take advantage of existing opportunities and solving the economic development problems based on a SWOT analysis conducted February 7, 2020 with the participation of all six jurisdictions and private sector business leaders.
- An Evaluation framework which serves as a mechanism to gauge progress on successful implementation of the overall CEDS.

- Also provided are the following appendices:
 1. Appendix I, Data Profiles: An in-depth review on employment, workforce, industry performance, wages and demographics of the Yuba-Sutter region.
 2. Appendix II, SWOT analysis: An assessment by regional stakeholders of the Yuba-Sutter region's strength, weaknesses, opportunities and threats.
 3. Appendix III, Online Survey Results: A community-wide survey to assist in determining focus areas and goals.
 4. Appendix IV, Agricultural Economic Profile: Designed to ensure understanding of the impact agriculture has on the region.
 5. Appendix V, Public Works Projects: This list of projects identifies needs of the region and reflect the goals of the CEDS.

The CEDS reflects the specific challenges and opportunities of the Yuba-Sutter Economic Development District and 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.

I would also like to point out that in this analysis, many of the goals and projects included in the final document are supported by all jurisdictions in the District. Those specific goals and projects are wastewater treatment facilities, regional flood control, Beale Airforce Base infrastructure, housing, homelessness solutions and reconstruction of the 5th Street Bridge.

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

The committee was comprised of community and business leaders representing a diverse cross section of the region and I would like to take this opportunity to mention them by name and thank them for their effort and devotion to this process. They are:

Representative	Company/Organization	Position
Don Blaser	The Brick Coffee House	Owner
Justine Dutra	Y.S. Farm Bureau	Executive Director
Rachel Farrell	Harmony Health	CEO
Renee Garcia	US Bank	Vice President
Bob Harlan	United Way	Executive Director
Jessica Hougen	Sutter County Museum	Museum Director/Curator
Lee Jones	The Harkey House	Owner/Operator
Cathy LeBlanc	Camptonville Community Partnership	Executive Director
Alyssa (Lisa) Lindman	Sutter Buttes Regional Land Trust	Executive Director
Steve Miller	Appeal-Democrat	Editor
John Nicoletti	Habitat for Humanity Yuba Sutter	Public Relations
Joe Pacheco	Northrop Grumman	BAFB Lead Executive
Melinda Poukish	First United Methodist Church	Community Relations
David Read	Yuba-Sutter Regional Arts Council	CEO
Todd Remund	Baked Industries	Owner
Cynthia Roderick	YSEDC/YSEDD	Grant Specialist
Brandon Sanders	PG &E	Public Affairs
Marni Sanders	Yuba-Sutter Chamber of Commerce	CEO
Brynda Stranix	YSEDC/YSEDD	President/COO
Pete Villarreal	Yuba College	Director, Public Safety

Each jurisdiction included in the District was also represented on the committee, those individuals are:

Representative	Company/Organization	Position
Rinky Basi	Sutter County One Stop	Executive Director
Doug Criddle	Sutter County Superintendent of Schools	Regional Coordinator Tri-County ROP/CTE
Brian Davis	Linda County Water District	General Manager
Rachel Downs	Yuba County	Community Development & Services Agency
Grace Espindola	City of Yuba City	City Council Member
Jim Goodwin	City of Wheatland	City Manager
NeaL Hay	Sutter County	Director Development Services
Caron Job	Yuba County One Stop	Executive Director
Robert LaLa	Beale AFB	Community Relations
Dianna Langley	City of Yuba City	Interim City Manager
Mike Lee	Yuba County	Director of Public Works
Kevin Mallen	Yuba County	Community Development
Patrick Meagher	RD 784	Reclamation District Manager
Ben Moody	City of Yuba City	Development Services Director
Aaron Palmer	City of Live Oak	Interim City Manager
Craig Platt	City of Marysville	Public Works Director
Allison Schmidt	City of Live Oak	City Council Secretary
Jackie Sillman	Yuba Water Agency	Community Relations
Dianira Soto	Caltrans	Associate Transportation Planner
John Tillotson, PE	OPUD	Director of Public Works
Jonathan Wright	City of Marysville	Community Development
Mike Zeigenmeyer	Sutter County	Sutter Co. Board of Supervisors/SWECO

I am happy to report that our community was well represented in the CEDS process by these individuals. We, as a community, can take special pride in knowing we have such dedicated citizens among us. It has been my distinct pleasure working with each of them.

The 2020-2025 Comprehensive Economic Development Strategy and appendices drafts are available for review at: <https://www.ysedc.org/ceds>

FISCAL IMPACT

We anticipate no fiscal impact because of this agenda item.

ACTION REQUESTED

Approve and adopt the 2020-2025 Comprehensive Economic Development Strategy report and authorize its submittal to the United States Department of Commerce, Economic Development Administration as set out in the resolution before you.

RESOLUTION NO. 30-20

RESOLUTION APPROVING THE 2020-2025 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY AND PROGRAM PROJECTION FOR THE YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT AS PREPARED AND RECOMMENDED BY YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION AND THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

WHEREAS, U.S. Department of Commerce, Economic Development Administration (EDA) requires the preparation and adoption of a Comprehensive Economic Development Strategy (CEDS) by the local Comprehensive Economic Development Strategy Committee to contain public works projects approved by the City of Wheatland, the CEDS Committee, Yuba-Sutter Economic Development District and EDA prior to consideration of federal funding of said public works projects; and

WHEREAS, the CEDS Committee began preparation of the required CEDS document in February 2020, and approved and adopted said document June 3, 2020; and

WHEREAS, said action also directed the CEDS document be submitted to the City of Wheatland City Council for its review and action;

NOW THEREFORE BE IT RESOLVED, that the City of Wheatland City Council, after reviewing said CEDS document, hereby approves the report and authorizes its submittal to the Economic Development Administration.

Passed and adopted this 14th day of July 2020 by the following vote:

AYES:

NOES:

ABSTAIN:

ATTEST:

Lisa J. Thomason, MMC
City Clerk

Rick West, Mayor

BUILDING PROSPERITY IN THE YUBA-SUTTER REGION



SUTTER COUNTY



YUBA COUNTY



LIVE OAK



MARYSVILLE



WHEATLAND



YUBA CITY

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

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BUILDING PROSPERITY In The Yuba-Sutter Region 2020 - 2025

Online Appendices
www.ysecdc.org

Appendix I: Data Profile

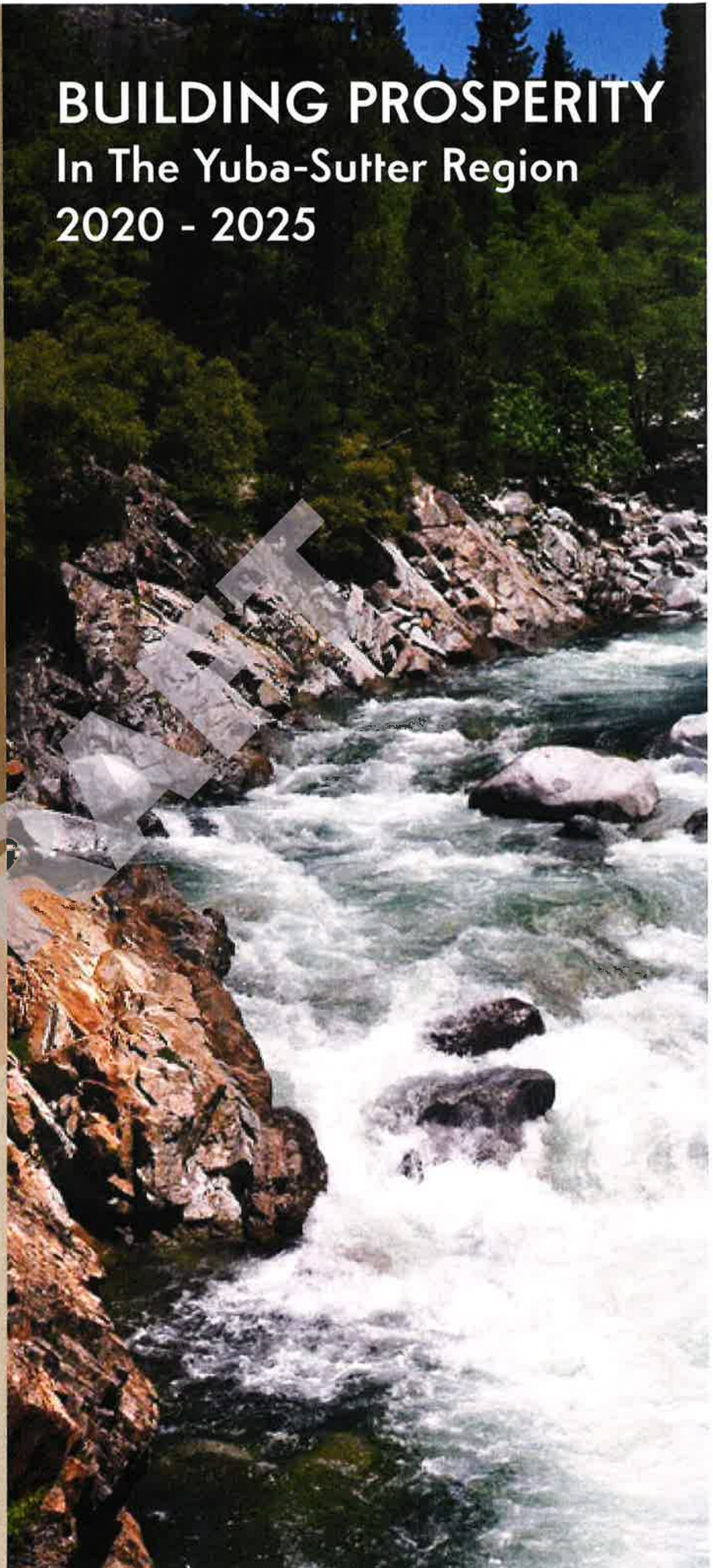
Appendix II: SWOT Analysis

Appendix III: CEDS On-line Survey Results

Appendix IV: Agriculture Economic Profile

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Appendix VI: CEDS Regional Resolutions



Working Together for Yuba-Sutter's Economic Future

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

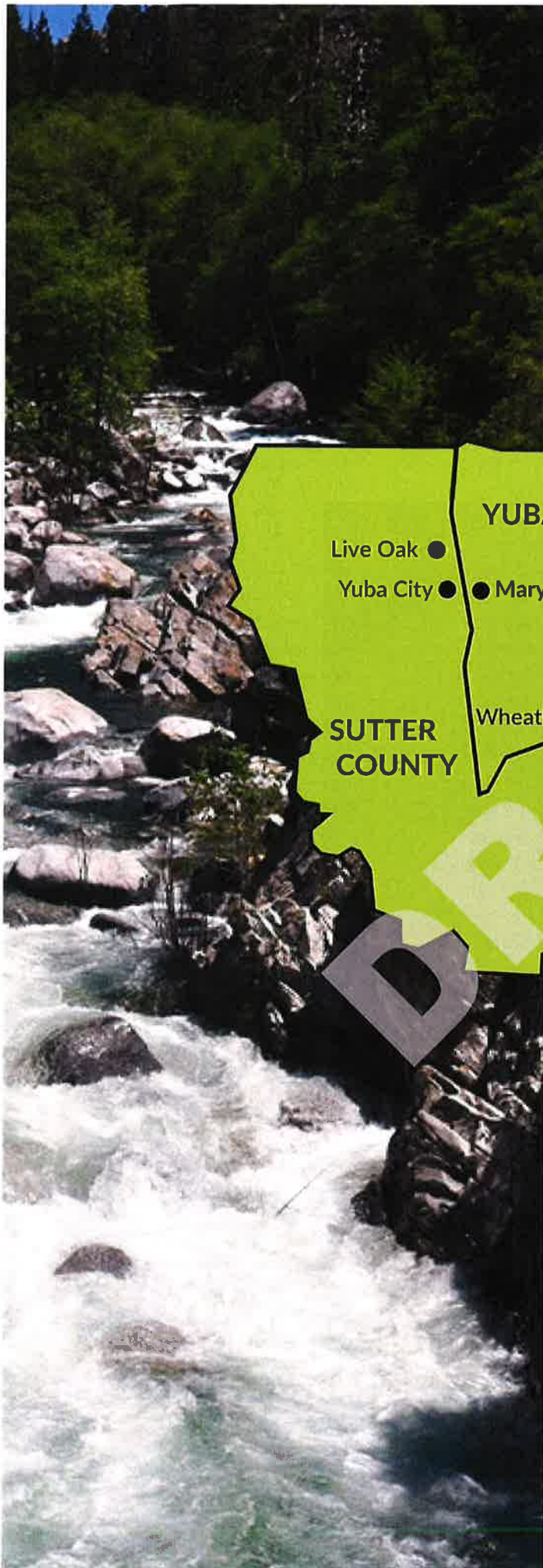
1994. YSEDC promotes regional diversification, advocates sustainable growth, infrastructure enhancement job development through expansion, retention and recruitment of businesses and industry in the Yuba-Sutter region.

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

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

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

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



THE PLAN

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

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

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

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

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

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

CEDS COMMITTEE

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

Private Sector

Don Blaser
Rachel Farrell
Justine Dutra
Sandy Fowler
Renee Garcia
Bob Harlan
Jessica Hougen
Lee Jones
Cathy LeBlanc
Alyssa Lindman
Steve Miller
John Nicoletti
Joe Pacheco
Melinda Poukish
David Read
Todd Remund
Cynthia Roderick
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Brynda Stranix
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Public Sector

Rinky Basi
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Rachel Downs
Grace Espindola
Jim Goodwin
Neal Hay
Caron Job
Robert Lala
Diana Langley
Mike Lee
Kevin Mallen
Patrick Meagher
Ben Moody
Aaron Palmer
Craig Platt
Alison Schmidt
Jackie Sillman
Dianira Soto
John Tillotson
Jonathan Wright
Mike Ziegenmeyer

Industry

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

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



REGIONAL OVERVIEW

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

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

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

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

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



RANKED



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

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

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

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

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

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

YUBA-SUTTER REGION QUICK FACTS



182,006
POPULATION

34.8 %
projected



population growth over the
next 30 years.



28.62 %
of the population

have an associate degree or higher

25,000 acres
of wildlife area



**Sacramento
International Airport**

13.2 million travelers (annually)

216.5 million pounds of freight (annually)





78,823
LOCAL LABOR FORCE

and 1,106,000
within 45-minute commute

TOP OCCUPATION GROUPS

Office & Administrative Support
6,466 WORKERS



Sales & Related Occupations
5,034 WORKERS

Education, Training & Library
4,312 WORKERS

TOP 5 INDUSTRIES BY JOBS

Healthcare & Social Assistance
8,661 WORKERS



Retail Trade
6,350 WORKERS

Agriculture, Forestry, Fishing & Hunting
5,944 WORKERS



Educational Services
5,839 WORKERS

Public Administration
4,633 WORKERS

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

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

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

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

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

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

Military Asset



BEALE AIR FORCE BASE

LOCAL ECONOMIC IMPACT

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

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

9th Reconnaissance Wing (9th RW)

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

940th Air Refueling Wing (940th ARW)

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

195th Wing (California Air National Guard)

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

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

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

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

7th Space Warning Squadron (7th SWS)

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

Business and Industry Cluster Focus

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

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

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

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

DISTRIBUTION & E-COMMERCE	RECREATIONAL GOODS
	TRANSPORTATION
	EDUCATION
	BUSINESS SERVICES

ECONOMIC DEVELOPMENT VISION STATEMENT

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

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

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

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

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

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

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

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

REGIONAL SURVEY FINDINGS

TOP 3 COMPETITIVE STRENGTHS:



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

TOP 3 COMPETITIVE WEAKNESSES:



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

TOP 3 ACTIONS TO BETTER THE REGION FOR RESIDENTS:

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



TOP 3 ACTIONS TO BETTER THE REGION FOR BUSINESSES:

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



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



SWOT Analysis Summary

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

THE YUBA-SUTTER REGION TODAY

The Positives

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

The Negatives

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

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

What needs to be done

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

FOUR TOP PRIORITIES

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

INNOVATION & ECONOMIC DEVELOPMENT

The Positives

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

The Negatives

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

What needs to be done

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



WORKFORCE & EDUCATION

The Positives

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

The Negatives

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

What needs to be done

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





INFRASTRUCTURE



The Positives

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

The Negatives

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

What needs to be done

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

QUALITY OF LIFE AND PLACE

The Positives

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

The Negatives

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

What needs to be done

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



YUBA-SUTTER ECONOMIC & DISASTER RECOVERY & RESILIENCY



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

Disaster Recovery and Resilience

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

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

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

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

regularly updated should there be changes in the overall plan.

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

Economic Recovery and Resilience

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

Business Resiliency

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

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

Economic Resiliency

The ability of local and regional economies to adapt to changing conditions, including disasters, is the definition of regional economic resilience. Analysis of the Yuba-Sutter region indicates that its economy is dependent upon three



major industries and is highly susceptible to disaster. It would be in the area's best interest to look at initiatives that would improve business resilience and regional economic resilience.

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

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

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

Measuring Resilience

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

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



STRATEGIC DIRECTION

Four-Goal Implementation Action Plan

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

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

Four Goals for the Yuba-Sutter Region:



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



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

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

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

TACTIC 1

ATTRACT MORE INDUSTRIES TO THE REGION



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

TACTIC 2

BOOST ENTREPRENEURIAL DEVELOPMENT



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

TACTIC 3

MAINTAIN, PROMOTE AND EXPAND REGIONAL BUSINESSES

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



IMPLEMENTATION PARTNERS

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





GOAL 2 DEVELOP, RETAIN AND ATTRACT TALENT

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

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

TACTIC 1

INCREASE COLLABORATION BETWEEN EDUCATIONAL INSTITUTIONS

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



TACTIC 2

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

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



TACTIC 3

CREATE AWARENESS OF THE VALUE OF LIFELONG LEARNING

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



IMPLEMENTATION PARTNERS

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





GOAL 3 IMPROVE AND MODERNIZE INFRASTRUCTURE

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

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

TACTIC 1

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



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

TACTIC 2

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

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



TACTIC 3

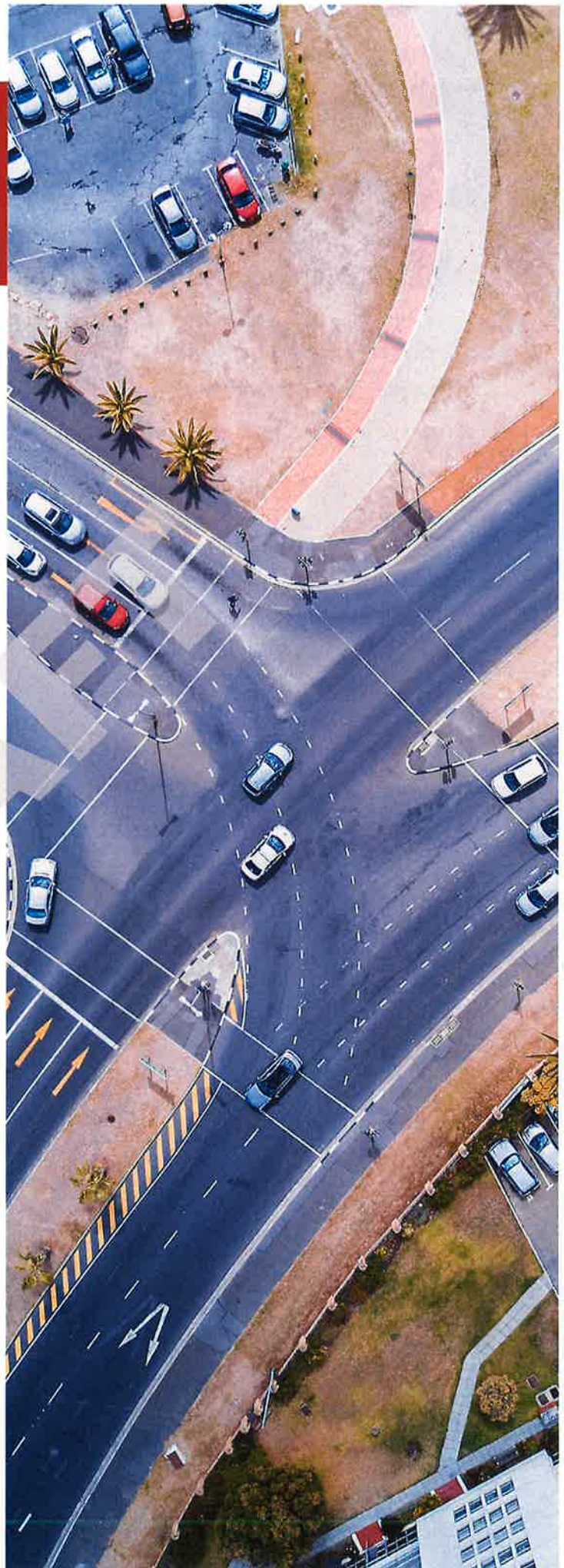
PROMOTE TRANSIT PLANNING TO MOVE PEOPLE THROUGHOUT THE REGION & HOUSING DEVELOPMENT



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

IMPLEMENTATION PARTNERS

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





GOAL 4 FOSTER OVERALL QUALITY OF LIFE AND PLACE

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

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

TACTIC 1

PROMOTE AND MARKET FOR CONTINUED INVESTMENT IN REGIONAL AMENITIES

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



TACTIC 2

PROMOTE & SUPPORT COLLABORATION AND SHARED RESOURCES FOR REGIONAL PUBLIC SAFETY

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



TACTIC 3

PROMOTE THE ROLE OF THE YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT

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



IMPLEMENTATION PARTNERS

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



EVALUATION FRAMEWORK

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

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

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

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



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

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



GOAL 2 PROJECTED METRICS DEVELOP, RETAIN AND ATTRACT TALENT

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



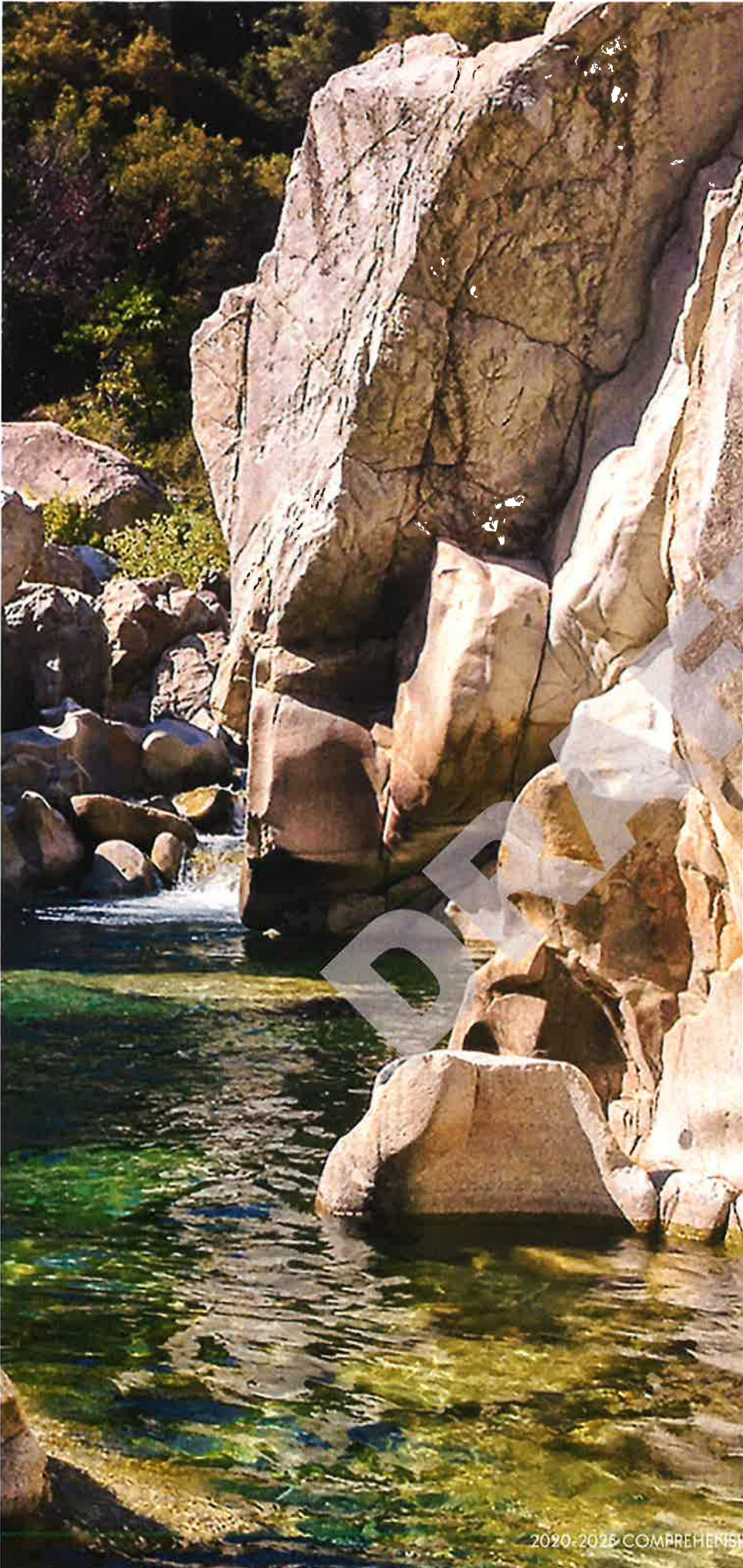
GOAL 3 PROJECTED METRICS IMPROVE AND MODERNIZE INFRASTRUCTURE

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



GOAL 4 PROJECTED METRICS FOSTER OVERALL QUALITY OF LIFE AND PLACE

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



Summary Call to Action

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



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

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BUILDING PROSPERITY IN THE YUBA-SUTTER REGION

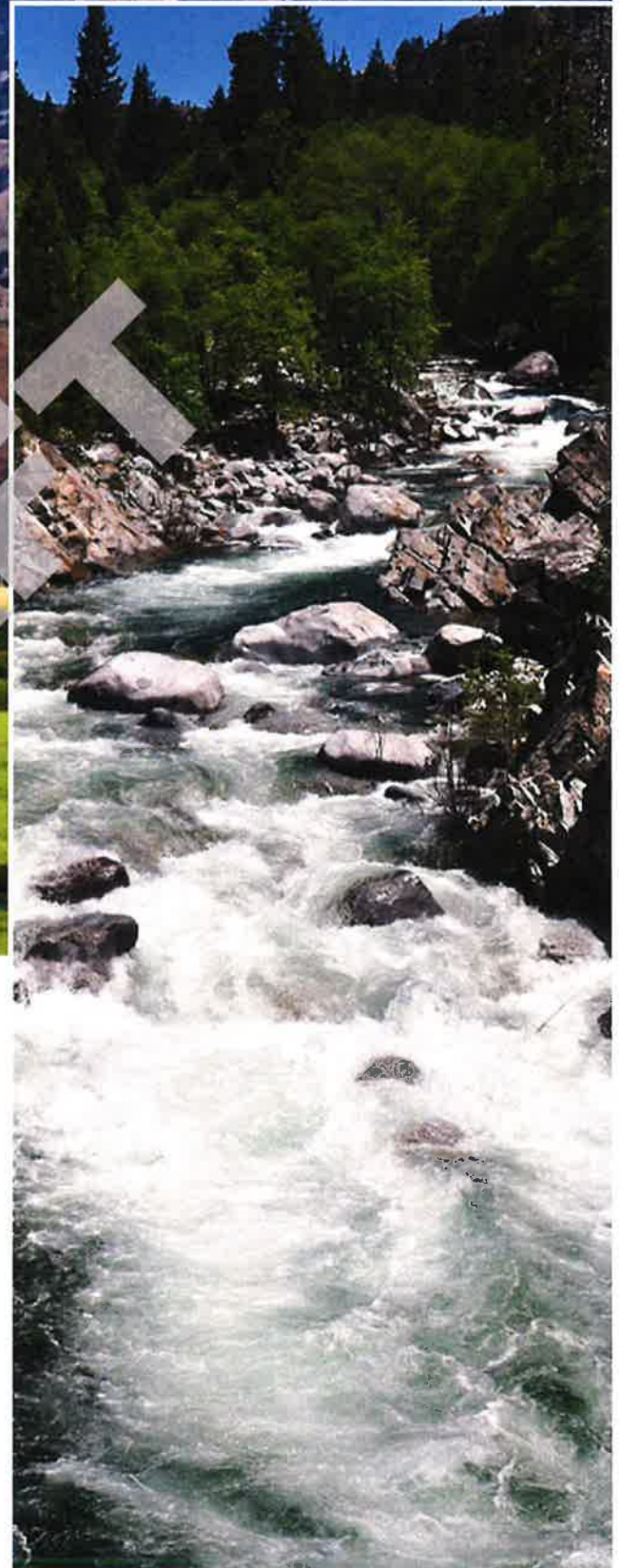
APPENDIX I

DATA PROFILES

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

EDC
Yuba-Sutter
economic development corporation



ECONOMIC STRENGTH RANKING

In 2020, Yuba City, CA moved to an economic strength ranking of 99 out of 384 MSAs, up 175 points from 2016

Economic strength rankings measure how the economy has behaved, not why. A local economy is defined by where people live and work, earn and spend. The criteria to determine the economic strength are industrial sectors and consistency of growth (rate or stability).

Metropolitan Statistical Areas (MSA) have at least one urbanized area with a population of at least 50,000, plus adjacent territory (counties) which have a high degree of social and economic integration with the core as measured by commuting. The Yuba-Sutter region is identified as Yuba City, CA MSA. There are 384 MSAs in the United States.

Industrial Sectors:

Group 1 – Industrial sectors reflect overall growth in size and quality. The quality of the economy is based upon what people earn, as individual earnings influences a person’s “standard of living”.

All Workers- Earnings, Jobs and Wages

Per Capita Total Worker Earnings, Personal Income and Earnings by Residences.

Wage & Salaried Workers- Earnings

Wage & Salaried Workers – Jobs and Wage & Salaried Workers Wages

Group 2 – These sectors reflect how the economy is behaving. Small businesses and the construction and retail industries are extremely reactive to the “flow of money” coming into an area. They typically grow or decline in direct proportion to the condition of the economy.

There are, of course, exceptions. Areas, which have become destinations for retirement age individuals will have high growth numbers in both construction and retail, while they might not have a strong economy.

Non Farm Proprietors- Earnings, Jobs and Wages

Construction- Worker Earnings, Jobs and Wages

Retail- Worker Earnings, Jobs and Wages

Group 3 – These sectors are negative sectors. Growth in these reflects a poor economy.

Per Capita Income Maintenance (Welfare)

Actual Per Capita Income Maintenance (Welfare)

Per Capita Medical Assistance for the Poor- (Medicaid)

Actual Per Capita Medical Assistance for the Poor- (Medicaid)

Consistency of Growth:

Simply identifying the areas that have the fastest or slowest growth rates is insufficient when trying to determine the character of a local economy. The rate, consistency, or stability of the growth is equally important.



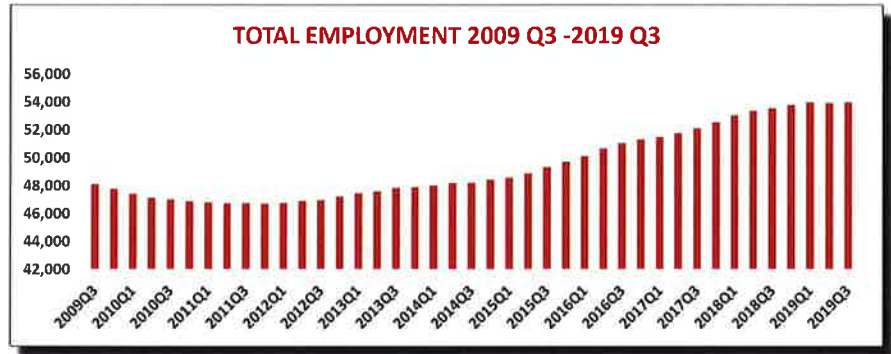
ECONOMIC STRENGTH RANKINGS

2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
99	121	181	237	274	246	253	227	200	206

EMPLOYMENT/OCCUPATION OVERVIEW

EMPLOYMENT GROWTH

The region has a civilian labor force of 74,410 and as of 2019Q3, total employment for the Yuba City, CA MSA was 54,019 (based on a four-quarter moving average). Over the year ending 2019Q3, employment increased 0.4 percent in the region and over 12 percent since 2010.



UNEMPLOYMENT RATE

The seasonally adjusted unemployment rate for the Yuba City, CA MSA was 6.3 percent as of December 2019. The regional unemployment rate was higher than the national rate of 3.7 percent. One year earlier, in December 2018, the unemployment rate in the Yuba City, CA MSA was 6.9 percent.

WAGE TRENDS

The average worker in the Yuba City, CA MSA earned annual wages of \$46,275 as of 2019Q3. Average annual wages per worker increased 3.0 percent in the region over the preceding four quarters. For comparison purposes, annual average wages were \$57,681 in the nation as of 2019Q3.

OCCUPATION SNAPSHOT









The largest major occupation group in the Yuba City, CA MSA is Office and Administrative Support Occupations, employing 6,466 workers. The next-largest occupation groups in the region are Sales and Related Occupations (5,034 workers) and Education, Training, and Library Occupations (4,317 workers). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 10.43), Education, Training, and Library Occupations (1.43), and Personal Care and Service Occupations (1.43).

Occupation groups in the Yuba City, CA MSA with the highest average wages per worker are Management Occupations (\$103,100), Legal Occupations (\$100,400), and Healthcare Practitioners and Technical Occupations (\$95,900). The

unemployment rate in the region varied among the major groups from 2.5 percent among Management Occupations to 11.5 percent among Farming, Fishing, and Forestry Occupations.

Over the next 10 years, the fastest growing occupation group in the Yuba City, CA MSA is expected to be Personal Care and Service Occupations with a +2.3 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Personal Care and Service Occupations (+864 jobs) and Food Preparation and Serving Related Occupations (+392 jobs). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (7,304 jobs) and Sales and Related Occupations (7,011 jobs).

FASTEST GROWING OCCUPATIONS

- 
Maids / Housekeeping Cleaners
81%
- 
Personal Care & Nursing Assistant
34.7%
- 
Cooks, Restaurants
38.1%
- 
Industrial Truck and Tractor Operators
35.3%
- 
Waiters & Waitresses
29.5%
- 
Billing & Posting Clerks
25%
- 
Hairdressers, Hairstylists & Cosmetologists
25%
- 
Medical Assistants
25%

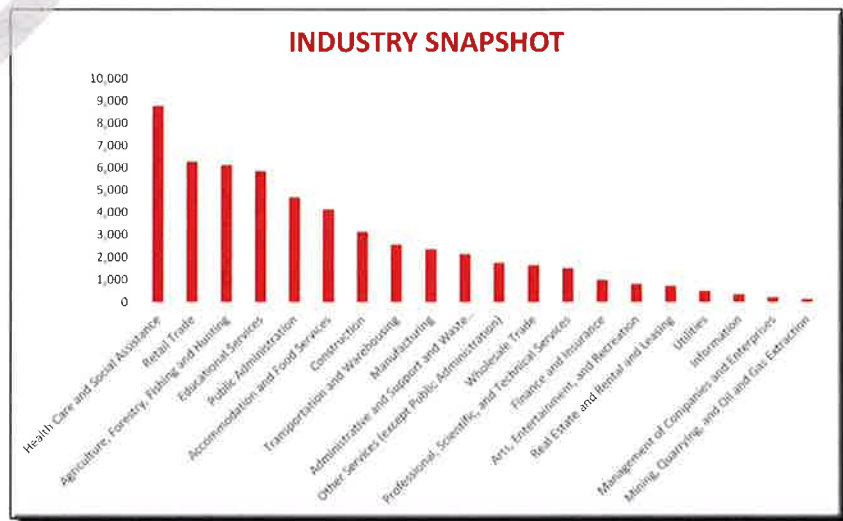
INDUSTRY SNAPSHOT



The largest sector in the Yuba City, CA MSA is Health Care and Social Assistance, employing 8,661 workers. The next largest sectors in the region are Retail Trade (6,350 workers) and Agriculture, Forestry, Fishing and Hunting (5,944 workers). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 8.25), Public Administration (1.83), and Utilities (1.77).

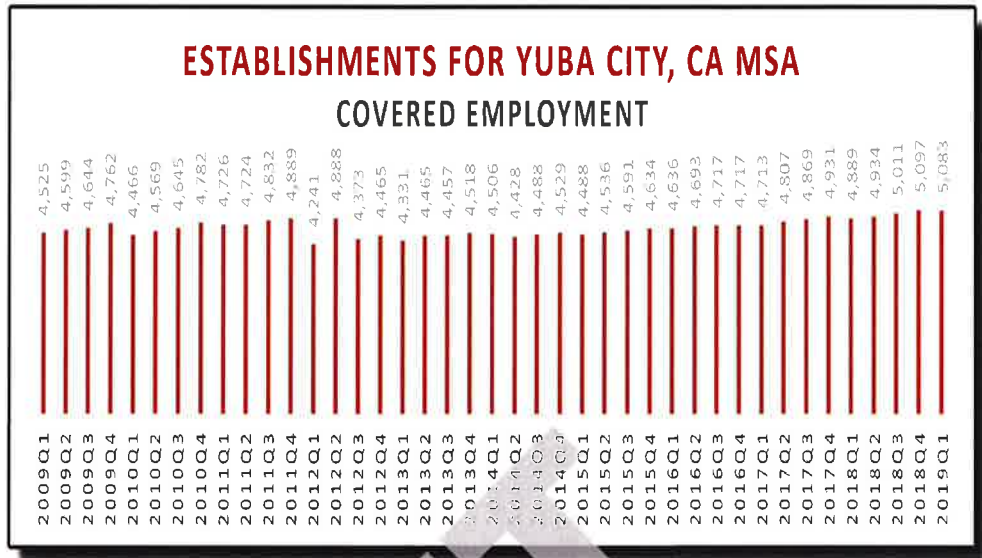
Sectors in the Yuba City, CA MSA with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$78,618), Utilities (\$72,526), and Public Administration (\$71,451). Regional sectors with the best job growth (or most moderate job losses) over the last 10 years are Health Care and Social Assistance (+2,738 jobs), Construction (+818 jobs), and Accommodation and Food Services (+768 jobs).

Over the next 10 years, employment in the Yuba City, CA MSA is projected to expand by 2,486 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,585 jobs), Accommodation and Food Services (+404 jobs), and Construction (+288 jobs).



BUSINESS ESTABLISHMENTS

The Yuba-Sutter region's number of covered employment establishments (Businesses whose employees are covered by unemployment insurance benefits.) grew 12.33 percent over the past 10 years from 4,525 to 5,083. There was a substantial dip in the growth in 2012 as a direct result of the 2009 recession which came a bit slower to the area. However the region recuperated steadily in the following years and continues to grow.



TOP 10 EMPLOYERS - SUTTER COUNTY (2019)

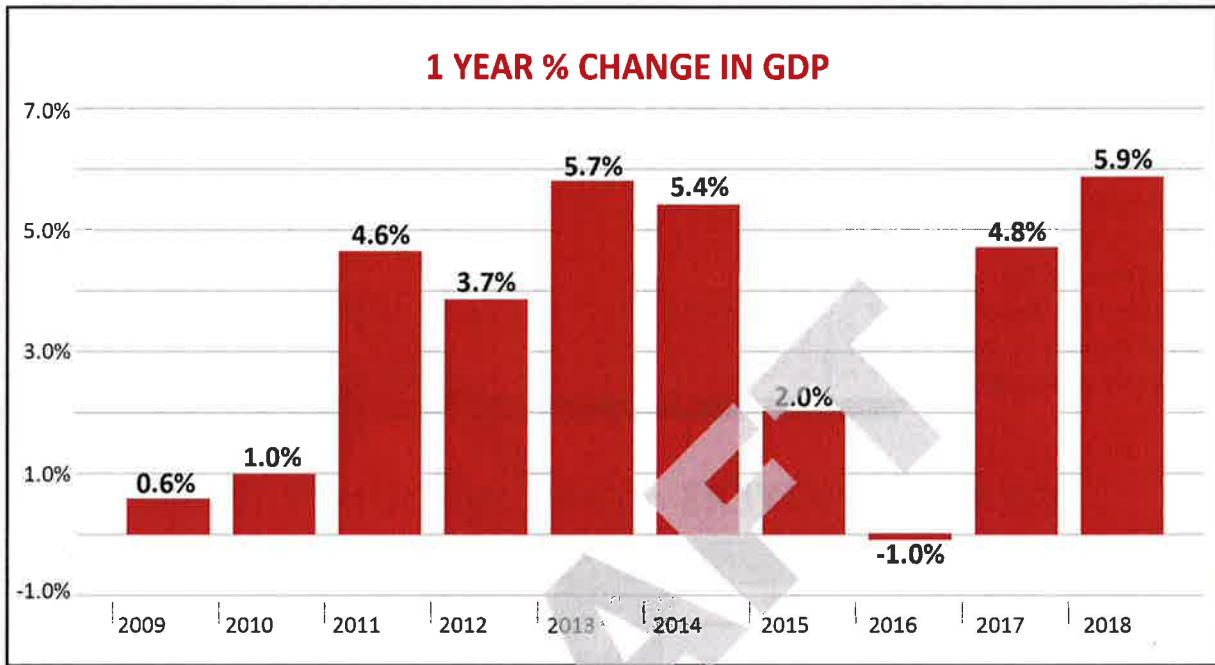
Company Name	Employee	Business Type
Yuba City Unified School District	1,410	Education
Sutter County - All Depts.	1,012	Government
Legend Transportation	650	Transportation - Goods Moving
Sunsweet Grower's Inc.	620	Food Processing
City of Yuba City - All Depts	482	Government
Sysco Sacramento, Inc.	405	Wholesale Food Distribution
Walmart - Yuba City	402	Retail
Sierra Gold Nurseries	350	Wholesale Fruit & Nut Trees
Home Depot	300	Retail
Valley Fine Foods	186	Food Manufacturing

TOP 10 EMPLOYERS - YUBA COUNTY (2019)

Company Name	Employees	Business Type
Beale AFB - Military & Civilian	6,882	Military
Adventist Health + Rideout	2,109	Healthcare
Marysville Joint Unified School District	1,000	Education
Yuba County - All Departments	832	Government
Caltrans DOT Transportation Dept.	720	State Hwy. Construction
Yuba College (Marysville Campus)	708	Education
Bishop's Pumpkin Farm	550	Agriculture Tourism
Toyota Amphitheater	400	Entertainment / Tourism
Frank M. Booth	380	Construction
Walmart - Marysville	359	Retail

GROSS DOMESTIC PRODUCT

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2018, nominal GDP in the Yuba City, CA MSA expanded 5.9 percent. This follows growth of 4.8 percent in 2017. As of 2018, total GDP in the Yuba City, CA MSA was \$6,066,985,000.



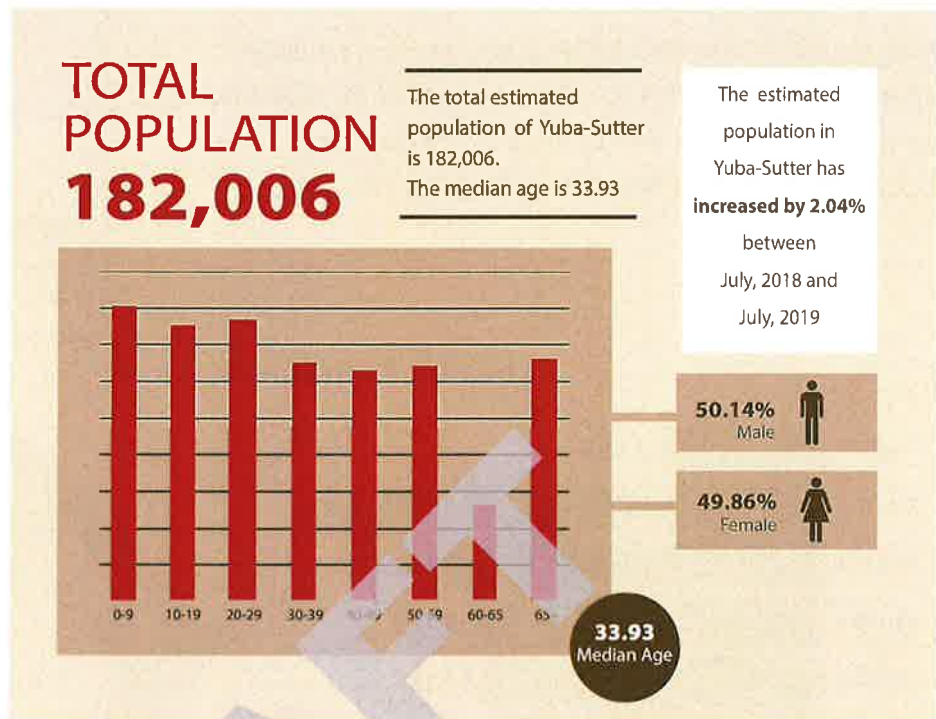
Of the sectors in the Yuba City, CA MSA, Real Estate and Rental and Leasing contributed the largest portion of GDP in 2018, \$712,712,000. The next-largest contributions came from: Unclassified (\$665,656,000); Public Administration (\$586,117,000); and Health Care and Social Assistance (\$568,860,000).

Yuba City, CA MSA GDP (in millions)



POPULATION, AGE & HOUSEHOLDS

According to the California Department of Finance, Sutter County's preliminary estimated population for July 2019 was 103,580, an increase of 2.21 percent over July 2018 data. About 65 percent or 67,536 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 114,346 residents by the year 2025, an increase of 20.5 percent over Census 2010 figures. The county's population is projected to increase to 157,991 (66.5 percent) by 2060.



Yuba County's preliminary estimated population for July 2019 was 78,426, an increase over 2018 data of 1.1 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 to California's Gold Rush era. Much of Yuba-Sutter's agricultural, recreational, educational and industrial activities are located within Yuba County. Of the Yuba County population, more than 78.5 percent reside in the unincorporated areas. The population in Yuba County is projected to reach 84,206 by the year 2025, an increase of 16.4 percent above the 2010 census. Yuba County's population is projected to increase to 122,028 (68.7 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

According to the 2010 Census, of the 55,744 households in Yuba-Sutter, the average number of persons per household is 2.95, like that of the state at 2.90. 73.2 percent are family households and 53.1 percent are married couples. The 2017 American Community Survey estimates that there are 62,685 housing units in the region with 1.2 percent homeowner vacancy and 4 percent rental vacancy. There are 21 percent more households who own their homes than there are renters.

INCOME AND SPENDING

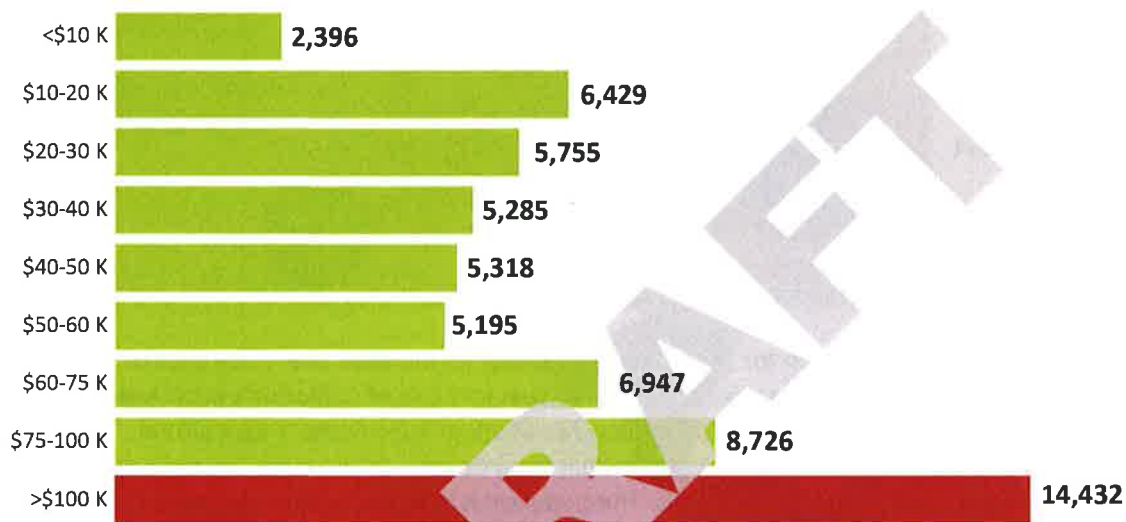
Households in Yuba and Sutter Counties earn a median annual income of \$59,730. 38.29 percent of the households earn more than the national households average each year. Household expenditures average \$58,406 per year.

\$59,730
Median Household Income

20% less than the state

6% less than the nation

Income Distribution



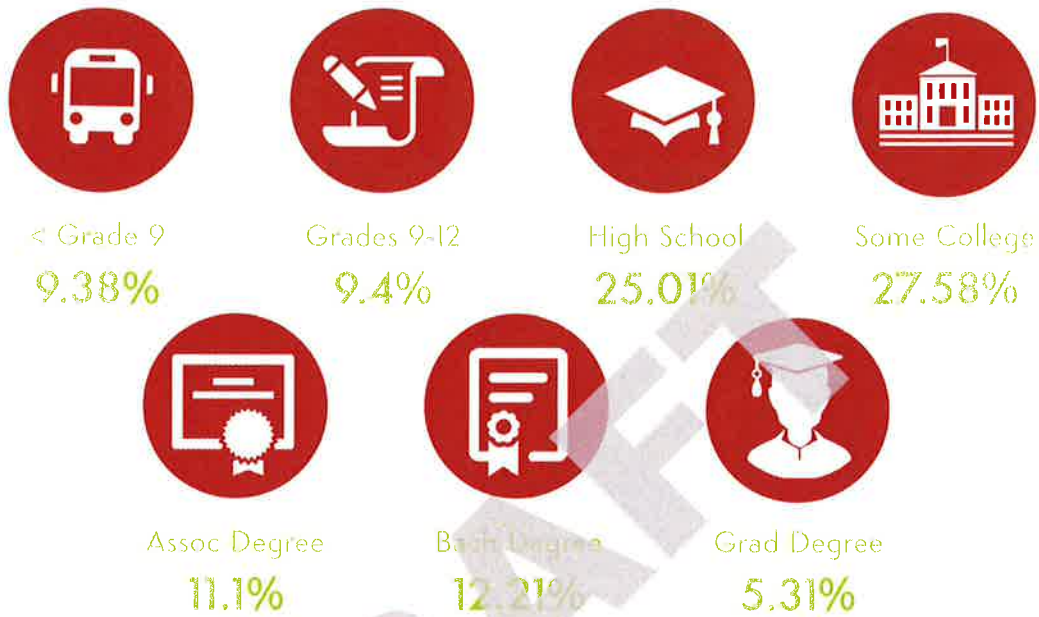
The majority of earnings get spent on shelter, transportation, food and beverages, health care, and entertainment.



EDUCATIONAL ATTAINMENT

School enrollment for the population, ages 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.

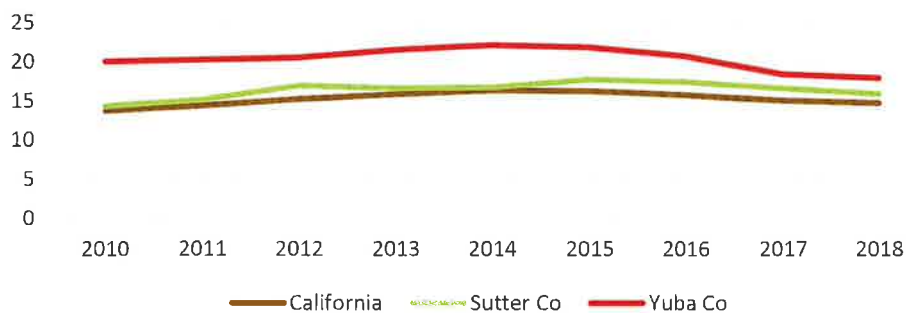
28.62 percent of the population in Yuba and Sutter Counties have an Associate's degree or higher. 56.2% have completed some college or higher.



POVERTY

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. The poverty rate for the Yuba-Sutter region typically has been higher than both national and state levels. American Community Survey 2014-2018 poverty estimates, the percentage of Yuba-Sutter's families for which poverty status is determined to be 16.9 percent compared to the state's percentage of 14.3 percent and USA's level of 14.1 percent. The overall poverty rate for the region is trending down after peaking in 2015 (19.85 percent).

2010-2018 Poverty Levels



BUILDING PROSPERITY IN THE YUBA-SUTTER REGION

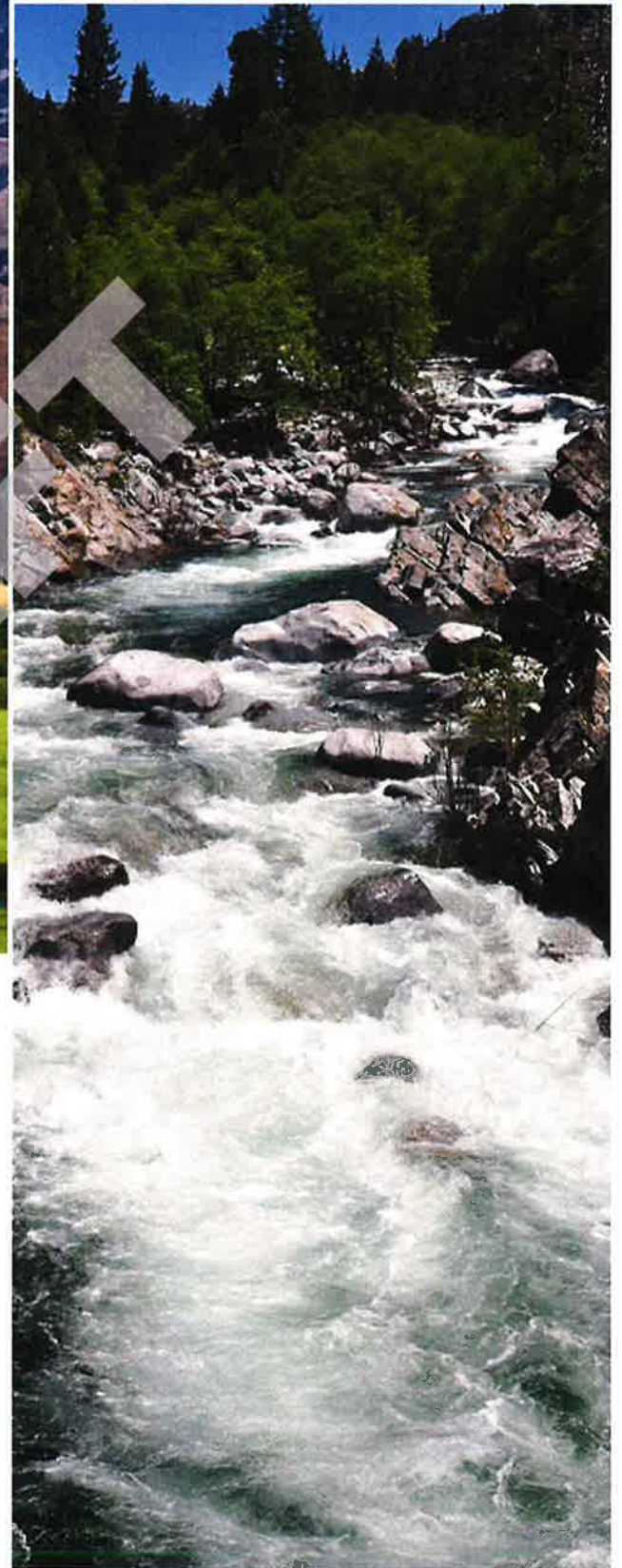
APPENDIX II

SWOT ANALYSIS

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

EDC
Yuba-Sutter
economic development corporation





WORKFORCE & EDUCATION

STRENGTHS

- There is a large trainable workforce population available for new industries to draw upon and be retrained to support emerging businesses such as ag-tourism.
- The area has four colleges: Yuba Community College, Embry Riddle Aeronautical University, Cambridge Junior College, and Brandman University that serve both counties.
- The area is in close proximity to Chico State University, UC Davis, Sacramento State, and William Jessup University.
- The region has excellent Career Training Education (CTE) programs (health and manufacturing) and adult education programs.
- Strong collaboration with federal, state, local and private sectors which provide outdoor education, land, water and agricultural lands preservation and conservation.

WEAKNESSES

- Both counties experience terminal education migration and have a large unskilled labor force.
- The community is too dependent upon four major industries in the area; agriculture, government, healthcare and the military.
- Lack of access to childcare services and transportation.
- Lack of comparable pay rates/salaries compared to other areas.
- The available workforce doesn't always match available jobs.
- Although the region is above state levels in Associate Degrees, some K-12 districts are under-performing at national levels.
- Lack of alignment between business workforce needs and education.

OPPORTUNITY

- The region can create a trained and skilled available workforce by aligning skill sets to the needs of regional industry sectors through vocational studies expansion and support the work of educational institutions and employment training programs.
- 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.
- Encourage those working out of area to work in the Yuba-Sutter region.
- Market existing training opportunities better or bring in a training entity.
- Reduce education migration and attract young educated and skilled adults back to the community by providing similar pay and living conditions as those elsewhere.
- Support improvement in the quality of schools and financial assistance to schools in the K-12 districts, charter schools and early childhood education to improve educational performance.
- Attract a satellite university or state college or have existing colleges extend to four years to create an attractive, educated workforce in the region which in turn will promote new business growth.

THREATS

- Continued migration of educated trained workforce due to lack of jobs in the area that match their skill set, salaries and lifestyle.
- Apathy and lack of collaboration among community leaders can affect the area's image and public trust to the point where growth and opportunity will no longer be a viable option.

INNOVATION AND ECONOMIC DEVELOPMENT



STRENGTHS

- Military, Agriculture, Healthcare and Government sectors are the region's primary existing industries and largest employers of the region. These sectors provide a good foundation for developing industry clusters.
- Both counties have natural resources to draw upon for outdoor recreation industries.
- Both counties have an abundant supply of surface water which include the Sacramento, Feather, Yuba and Bear Rivers.
- New Bullards Bar, a multi-purpose dam in Yuba County which provides water for irrigation, functions as flood control, brings in hydro electric revenue and is a valuable recreation area for boating, water skiing, fishing and camping.
- Has world renowned micro industries in the agriculture sector such as rice, wine and olive oil facilities.
- Yuba County has a large sports entertainment zone which includes an amphitheater, casino/hotel and a large area for related business expansion.

WEAKNESSES

- Lack of diversity in the region's industries and over reliance upon the few major industries of the area such as agriculture, government, healthcare and military.
- Lack of promotion of emerging agriculture tourism industries and marketing of locally grown farm products such as walnuts, rices, peaches and prunes.
- Existing manufacturing and service industries are below average in providing jobs and earnings to the economy, as well as suffering from loss of skilled employees.
- The region under-utilizes most of the natural resources for tourism through lack of promotion, community awareness and a strong no growth attitude.
- Low investor interest due to the region's inability to allocate funding toward promotion of regional resources, overall image and infrastructure.

OPPORTUNITY

- There is the potential for cluster development with the existing major industries (Agriculture, Government, Healthcare and Military).
- With careful and well-considered management, the region is in a unique position to expand and promote its natural resources of agriculture, water and tourism to increase employment and business opportunities.
- Promote its abundant waterways, lakes and dams for tourism business development.
- With the area's strong agricultural presence, there is an abundance of potential for agriculture commodity export opportunities and value added agriculture processing.
- Promote Beale AFB regional retirees (28,000) who have the potential to supply the region with a skilled workforce for technological industries.
- Formulate and deliver supportive tools for both small and large-scale enterprises that include business retention and support, technical assistance and access to capital through business assistance loans.
- Entice local property owners/wealthy individuals to invest in the area as well as attract outside investors.

THREATS

- Possibility of Beale AFB closure which would leave 1,927 base civilian employees, as well as base supportive service employees without jobs.
- Over-reliance on a few industries.
- Potential threat of flooding, drought and fire.
- Blight on river banks, access points and aging boat ramps.
- Loss of opportunities for regional investment if the area doesn't capitalize and improve infrastructure quickly.



STRENGTHS

- Both Yuba and Sutter Counties are served by four major state highways, 20, 99, 65, 70. This system of highways allows for transportation of goods.
- Residents enjoy a shorter than average travel to work time compared to other urban/rural areas.
- Both counties are protected from flooding by a system of levees.
- Both counties have more than adequate water and sewage capacity.
- Modes of transportation in Yuba and Sutter Counties are fairly strong. There are four lane highways in and out of the area. Rail and air access are available as well as a local transit system.
- Yuba and Sutter Counties both have areas available for residential growth that would in turn accommodate a growing workforce as new businesses develop in the area.
- Completion in 2020 of 90M 5th Street project

WEAKNESSES

- Both counties have major infrastructure needs, especially in replacement of aging water and sewage lines, degraded wastewater treatment facilities and rural areas not served by municipal utility services.
- Access roads to Beale AFB need of upgrades/improvements.
- Cities in both counties need of road improvements and lack safe walking/bike environments.
- Traffic congestion is beginning to make mobility within the cities difficult, particularly bottleneck areas in Wheatland, Marysville and Live Oak.
- Public transportation is limited in terms of routes and frequency.
- Inadequate highway access lanes, signage and visual aids endanger commuter and pedestrian safety.
- Severe lack of permanent supportive housing for all income levels and disabilities for purchase or rent.

OPPORTUNITY

- Establishing and nurturing cooperative planning will be a benefit as the region's assets are so closely tied together.
- Promote available land for planned industrial growth.
- Improve broadband accessibility to areas within the region that have little or none.
- Develop and improve alternative routes to bypass inner city areas to alleviate congestion on city surface streets.
- Encourage multi-modal and inter-modal distribution infrastructure to complement existing rail, air and transportation methods.
- Improve and market private and public transportation methods.
- Expand and/or improve bike and walking lanes to encourage alternative commute methods.
- Promote regional innovative housing solutions.
- Explore and promote greater usage of air and rail assets.
- Leverage the assets of New Bullards Bar Reservoir to maximize profits of power production while continuing to meet environmental, irrigation, flood control and recreational needs.

THREATS

- Both Yuba and Sutter Counties infrastructure are lacking or need improvement which is creating a barrier for development and industrial growth.
- Continued congestion and limited routes in and out of the cities within the region hinder growth and development of business opportunities.
- Lack of community education and emergency evacuation routes present a threat in the event of a natural disaster.
- High fees for impact, development, and levee and water assessment are preventing building and development.

QUALITY OF LIFE AND PLACE

STRENGTHS

- A shared expanding medical facility, collaborative law enforcement and strong inter-governmental cooperation.
- Local community hospital partners with UC Davis, has first-rate emergency services which includes a helipad, cancer center, heart and vascular center and extended care services.
- A profusion of natural resources for outdoor recreation such as fishing, boating, hiking, camping and biking.
- The area has rich historical value as the gateway to the Gold Fields and the 1849 gold rush and promotes its history by supporting its museums (Sutter County, Chinese American History and Mary Aaron museums + 2 more).
- Yuba and Sutter offer several cultural events and festivals that proclaim the rich natural and cultural diversities and promote agriculture of the area (Sikh, Bok Kai, Swan and Peach Festivals)
- The region strongly supports the arts and is home to the Yuba-Sutter Regional Arts Council, Sutter Theater and The Acting Company.
- Sports and Entertainment Zone in Yuba County is ripe for development.
- The region has a strong commitment to community demonstrated through volunteerism, involvement with civic organizations and a broad composition of support organizations.

WEAKNESSES

- A severe problem with homeless population and the attendant problems associated with this issue: homeless encampments along with public and environmental safety.
- The area struggles with generational poverty, higher unemployment and low wages.
- Distinct lack of behavioral and mental health services, high levels of health issues and medical care personnel leakage.
- Lack of adequate police and fire staffing for public safety due to financial woes of the region and leakage of trained law enforcement to other areas for better pay.
- Lack of transportation to medical services, cultural events, museums and natural amenities.
- Minimal collaboration between nonprofit, faith-based and service organizations causing funding to be spread thinly.
- Lack of interest in and recruitment of youth to engage in community service.
- A mental divide or perception of division between Sutter and Yuba Counties inhibits joint promotion and projects.

OPPORTUNITY

- Regional collaboration and partnerships for public services that are duplicated in each county or amongst cities to reduce financial burdens.
- Enhance regional healthcare and wellness through partnerships, collaboration and capacity building of nonprofits, medical and service providers.
- Reduce education, law enforcement and medical migration and attract young educators and skilled adults back to the community by providing similar pay and living condition opportunities to rival elsewhere.
- Promotion and expansion of recreational, sports and cultural tourism for job creation and business growth.
- Capitalize on historic aspects of the community on both sides of the river (museums, historical tours, Gold Fields, etc.)
- Provide access to funding resources for agencies that support arts and entertainment and other regional amenities.
- Expand and promote tourism efforts of the Yuba-Sutter Lodging Association.
- Build out Sports and Entertainment Zone in Yuba County to include hotels, restaurants and other attractions.
- Promote, connect, expand and improve bike, walking and running trails in both counties to become a premier area for biking and marathon events.
- Acknowledge and promote the services and activities of civic clubs, public service providers, nonprofit organizations, volunteers and businesses offer to improve overall public image of the area.
- Educate youth and young adults on community service opportunities and get them involved.
- Promote regional advantages to eliminate river divide mentality.

THREATS

- Apathy and lack of collaboration among community leaders, civic organizations, public service providers and nonprofits affect the area's image and public trust of how money is being spent.
- Lack of funding is a major issue for community resources, and they can easily disappear if the community doesn't assist in promotion and sponsorship.
- Continued isolationist attitude among organizations will cause funding opportunities to disappear and the community will suffer from the loss of services that had been provided.

BUILDING PROSPERITY

IN THE YUBA-SUTTER REGION

APPENDIX III

CEDS

ONLINE

SURVEY

RESULTS

2020-2025

COMPREHENSIVE

ECONOMIC

DEVELOPMENT

STRATEGY



2020-2025 CEDS Online Survey Results - March 2020

1. Which of the following best describes your role in the community?

	Number of Responses	Response Ratio
Appointed Government Official	8	5.3%
Business employee	20	13.3%
Business owner/operator	59	39.3%
Community developer	1	<1%
Community resident	22	14.6%
Economic developer	5	3.3%
Elected government official	1	<1%
Military or Veteran	2	1.3%
Nonprofit/service provider	20	13.3%
Other (please specify)	11	7.3%
No Responses	1	<1%
TOTAL	150	100%

Comments - 22

Communications Director for Sutter County Superintendent of Schools
We are a Veteran and Veteran family homeless and at risk of homelessness service provider.
No comment req ^u re ^d
i both own a business and live in Sutter County
RETIRED FROM COUNTY - FORMER LARGE HOME DAYCARE OWNER - WORKING PART TIME - LIVED AND RAISED CHILDREN IN LINDA FOR 30 YEARS
retired business owner
none above
Foster Family Agency
Community resident Business Owner
Government Employee
government employee and resident
PROPERTY OWNER
Employee at social services
Resident since 1971
Training & Employment Counselor

Community College
Board member for Bridges to Housing.
Rather involved, so much so that I get into trouble sometimes.
commercial real estate broker
Floor covering 2 stores in Yuba City 1 store in Woodland
This question is poorly drafted. It is unreasonable to make me choose between my status as a resident or a small business owner.
Retired sutter county employee

2. Into which age group do you fall?

	Number of Responses	Response Ratio
<17	0	0.0%
18-24	0	0.0%
25-34	11	7.3%
35-44	18	12.0%
45-64	85	56.6%
65+	36	24.0%
No Responses	0	0.0%
Total	150	100%

3. In what area do you currently live?

	Number of Responses	Response Ratio
Sutter County (Please specify i.e. Meridian)	19	12.6%
Yuba County (Please specify i.e. Oregon House)	29	19.3%
City of Live Oak	2	1.3%
City of Marysville	9	6.0%
City of Wheatland	2	1.3%
City of Yuba City	72	48.0%
Other (please specify)	15	10.0%
No Responses	2	1.3%
Total	150	100%

	Number of Responses
Arboga	1
Browns Valley	2
Butte	1
Butte County - Gridley	4
CAMARILLO,CA	1
Camptonville	1
City of Lincoln	1
Dobbins	2
Hallwood	1
keyhole area in South Sutter County	1
Linda	3
Live Oak but not city limits	1
Loma Rica	6
Meridian (really)	1
My personal residence is in Sonoma County. I am the CEO of a company with business operations serving the Yuba-Sutter-Colusa county area.	1
Nevada County	1
Olivehurst	1
Oregon House	4
Our main office is in Sacramento	1
Placer	1
Plumas Lake	3
Rio Oso	1
Roseville	2
rural north of Loma Rica.	1
Sacramento	2
South Sutter County	1
Southwest of Yuba city	1
Tierra Buena	1
Town of Sutter	1
Wheatland Rural	1
Will be moving outside of city limits into Sutter County soon	1

Yuba City	3
TOTAL	53

4. In what area do you currently work?

	Number of Responses	Response Ratio
Sutter County (Please specify i.e. Meridian)	18	12.0%
Yuba County (Please specify i.e. Oregon House)	30	20.0%
City of Live Oak	2	1.3%
City of Marysville	14	9.3%
City of Wheatland	2	1.3%
City of Yuba City	55	36.6%
Other (please specify)	25	16.6%
No Responses	4	2.6%
Total	150	100%

Comments - 40

8 northern California counties also internationally
Both Yuba Sutter
BUSINESS IN LINDA
Business Yuba CityWork Butte County
Butte but we serve people in the Yuba City/Sutter area
Camptonville
Disabled/Retired from County of Sutter after 15yrs.
From Redding to Fresno to San Jose to Petaluma and areas in between
Gridley, Butte County
I am not employed.
I mostly work at our Colusa Ave store but also work in Woodland
I own business locations in Yuba City and Oroville. And I founded and maintain a non-profit just schools in Yuba Sutter and Butte counties.
Linda/Marysville
Multiple surrounding county's
My Office is 2 blocks from the Mather VA hospital
Olivehurst
Oregon House

Our non-profit service clients in Sutter County, Yuba County, City of Live oak, City of Marysville, City of Yuba City, Colusa County
Owner Operator - Walker Telecomm, Inc.
Owner Operator - McDonald Investments, LLC
Owner Operator - WMC Properties, LLC
Owner Operator - KM Cattle Co., GP
Owner Operator - Crows Nest Frozen Yogurt and More
Redding, Red Bluff, Yuba City, Chico
Regional Sacramento County, Colusa, Yuba City, Butte County and northern CA
Remote (online)
Retired
RETIRED
retired
Retired
retired
Retired handyman
Retired property owner
retired, but my volunteer work is in Yuba City and Marysville.
Retired, but volunteer at Yuba City non-profit.
Sacramento
Sacramento but mobile throughout northern Ca.
Sacramento, Yolo, Yuba and Sutter counties.
Semi retired
Sutter yuba Colusa placer Nevada and some Sacramentos
West Sacramento
Yuba City 95991
Yuba-Sutter

5. What are the Yuba-Sutter region's top three competitive strengths? What is great in our community? (CHOOSE THREE ONLY)

	Number of Responses	Response Ratio
Business climate	13	8.7%
Business sites/real estate	7	4.6%
Career/job opportunities	3	2.0%

Colleges/Universities	5	3.3%
Cost of living	82	55.0%
Diversity of residents	47	31.5%
Economy	10	6.7%
Geographic location	81	54.3%
Government/political leadership	9	6.0%
International presence	1	<1%
K-12 education	7	4.6%
Lifestyle	36	24.1%
Military presence	43	28.8%
Natural environment/resources	54	36.2%
Transportation infrastructure	2	1.3%
Water/sewage infrastructure	4	2.6%
Workforce/talent	3	2.0%
Other (please specify)	9	6.0%
Total	149	100%

Comments - 17

Sports and Entertainment zone in Yuba County.
Sutter County and YC has weak leadership.
attitude and energy the Yuba/Sutter community has to resolve homelessness
The great sense of community.
Potential for prosperity, however being an agricultural community there is little to keep young people from migrating to other areas for employment.
This is tough, because there are good and bad about some of these categories.
cost of living relative to the large metropolitan areas of CA but cost of living is a turn off relative to out of state costs.
lots of opportunities for growth and collaboration
The people living here are our community's greatest strength. We have kind, hardworking, humble people who bend over backward to help their neighbors and contribute to our
None above
History
None of the above
The state of California is putting me out of business
Love community members have for this place.

It's fading fast, but we still have a reasonably small town, conservative climate. In California that's a pretty impressive statement.

Agriculture

This is the best most constitutional county in the state. I am proud that our county is a 2a friendly area. I would like to see the county continue to be more constitutional. In all the other areas too like school choice (voucher system), freedom from vaccine mandates for healthcare choice.

6. What are the Yuba-Sutter region's top three competitive weaknesses? What do we need to fix? (CHOOSE THREE ONLY)

	Number of Responses	Response Ratio
Business climate	46	31.0%
Business sites/real estate	22	14.8%
Career/job opportunities	66	44.5%
Colleges/universities	18	12.1%
Cost of living	22	14.8%
Diversity of residents	6	4.0%
Economy	43	29.0%
Geographic location	3	2.0%
Government/political leadership	27	18.2%
International presence	4	2.7%
K-12 education	20	13.5%
Lifestyle	14	9.4%
Natural environment/resources	1	<1%
Transportation infrastructure	44	29.7%
Water/sewage infrastructure	14	9.4%
Workforce/talent	55	37.1%
Other (please specify)	14	9.4%
Total	148	100%

Comments - 30

Attraction of industry is critical to our livelihood. We lack in well paying jobs.

<p>Because our town is growing so rapidly especially in Yuba City, we will need to stay on top of our road systems so they can accommodate without turning the town into gridlock.</p> <p>And although we have quality schools now, we need to stay on top of keeping our teacher student ratios and the quality of the educators high.</p>
<p>Business climate in Yuba County is more conducive to keeping things as they are then</p>
<p>Business sites are not always in good/safe areas, and development sites do not always have utilities and the costs of connecting to utilities on top of the development impact fees are quite</p>
<p>Development Impact Fees</p>
<p>Drugs and Homelessness</p>
<p>Education and transportation is an issue for people of poverty in every community. We have not been in the Community long enough to answer this question accurately.</p>
<p>Find solutions/resources to care for homeless, and rid the community of drugs, and gangs.</p>
<p>For Yuba County only.</p>
<p>Healthcare Quality</p>
<p>Homeless</p>
<p>Homeless are negatively affecting Business Climate</p>
<p>Homeless population / Cleaning up after the homeless and the cost!</p>
<p>Homeless population, drug usage</p>
<p>homeless problem</p>
<p>Homeless problem affecting businesses</p>
<p>homelessness, mental health and substance abuse treatment</p>
<p>Homelessness, Poor mental health resources</p>
<p>housing</p>
<p>Housing</p>
<p>Housing</p>
<p>housing and homeless</p>
<p>I feel like our leadership should quit incentivizing large box stores to come to our area. They should only be allowed on our terms not theirs. Smaller footprints not super stores. The boxes bring lower wage part time positions while we lose higher wage full time positions at locally owned small businesses. We should put more focus on programs that teach local companies to be better, more efficient, and offer better service to our customers.</p>
<p>In my opinion, the most important weakness is the lack of Housing Supply (at all price</p>
<p>Internet in the foothills is terrible or non-existent.</p>
<p>ROADS</p>
<p>Roads in complete disarray.</p>
<p>talent will not improve with the current culture</p>

The city is simply ugly and run down. Spend time cleaning weeds, overgrown trees, sidewalks
 TRAFFIC IS RIDICULOUS AND YOU KEEP BRINGING IN MORE HOUSING WITHOUT ADDRESSING
 THE TRAFFIC PROBLEM IN MARYSVILLE. ALSO OUR CHILDREN KEEP MOVING AWAY BECAUSE
 WE HAVE NO JOBS.

7. How well does the Yuba-Sutter region meet your expectations in the following areas?					
	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.					
Appeal to young professionals	0 0%	7 5%	45 31%	67 47%	24 17%
Arts and culture	4 3%	25 17%	74 52%	31 22%	9 6%
Educational opportunities	2 1%	23 16%	71 50%	41 29%	6 4%
Entertainment/recreation	6 4%	37 26%	54 38%	36 25%	11 8%
Family friendliness	20 14%	67 47%	44 31%	11 8%	2 1%
Healthcare	10 7%	44 30%	43 29%	33 23%	16 11%
Local and regional leadership	4 3%	30 21%	68 48%	26 18%	15 10%
Natural environment/climate	33 23%	65 45%	40 28%	6 4%	1 1%
Retail	2 1%	21 14%	62 43%	40 28%	20 14%
Safety	4 3%	38 26%	64 44%	31 21%	8 6%

Comments -10
 RETAIL IN SUTTER COUNTY IS FINE BUT NOTHING GREAT IN YUBA COUNTY.
 Crime rate too high. Drug usage too high. I hear complaints about health care availability regularly. Many Medi-CAL recipients can't find providers. I prefer to shop in Placer County ALWAYS because of the uncleanliness and population of homeless surrounding the counties
 Homeless people are an eye soar and a deficit to our community

Homeless/Drug Addicts run rampant over the city disrupting businesses. I know we just got an officer who is taking on that issue. There is an absence of places with activities for kids as well as adults(Movies or a Bar are basically are only choices for entertainment.) i know there is a museum but you can only go so many times before it becomes boredom.

Need to increase the number of women in elected office...currently there are only three elected council members or supervisors between both counties and 4 cities.

growing homeless population Need for low income housingNeed for senior housing

Years ago there were wonderful stores in which one could purchase quality goods. Now we have nothing but big box stores that have destroyed the small business man.

Businesses are forced to use PPO healthcare plans which are very expensive and no options for HMOs. Most businesses do not offer medical to their employees because of this.bring a Kaiser Permanente to Sutter County.

Need stronger anti gang task force

There's not enough restaurants to sit down with your family to eat. No other retail businesses other than Walmart. Not enough bus service in the area. I would like to spend my money in the area where I live. What is the point of building all of these houses with not enough places to locally gather for breakfast or get a cup of coffee.

8. How well does the Yuba-Sutter region meet your expectations in the following areas?

	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.					
Cost of doing business	3 2%	46 32%	74 51%	18 12%	4 3%
Future economic growth potential	8 5%	36 25%	47 32%	44 30%	11 8%
Image as a business destination	1 1%	15 10%	42 29%	63 43%	25 17%
Image as a visitor destination	2 1%	13 9%	52 36%	60 41%	19 13%
Small business resources	2 1%	21 15%	76 53%	33 23%	12 8%

Comments -8

The Sutter Buttes could be the next destination with bed and breakfast, golf, wineries and cafes!

Sutter has an ag climate which is not conducive to business growth outside a VERY narrow window. There is lack of wealth, which turns into a lack of growth. Will not change until we change the culture.

area seems stagnant

Yuba City isn't a place you go to unless you desire a less hectic life. The proximity to Sacramento where's San Francisco is excellent I'll still trying to achieve a quieter lifestyle.

Visitor destination attraction is improving with Hard Rock International and other promotional efforts. Promoting the wineries of the region should be high priority supported rather than leaving it up to them. Wineries and wine tasting can attract people far and wide.

Overall curb appeal is poor.
 Not enough of anything here

9. How well does the Yuba-Sutter region meet your expectations in the following areas?				
	Very Satisfied	Satisfied	Average	Dissatisfied
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.				
Career advancement opportunities	4 3%	20 14%	71 49%	51 35%
Entrepreneurial support	3 2%	25 17%	81 56%	35 24%
Job availability	3 2%	17 12%	77 53%	49 34%
Wage levels	0 0%	17 12%	74 51%	55 38%

Comments -6
 Ridiculous question, you already know the answer!
 There is no comparison between government employees and that paid to others.
 wages are higher in surrounding counties
 Wide Awake Geek is an up and coming high tech orientated business in Marysville. It should be strongly supported. It
 I do not own a business and am not employed, so no response
 Most people that work out of town cannot find work here in the local area to compete with the pay they were receiving

10. If you are a business owner or entrepreneur, what do you need to expand or develop your business? (CHOOSE UP TO THREE)		
	Number of Responses	Response Ratio
Access to capital	31	31.0%
Business planning/counseling	20	20.0%

Help with licenses/permits/regulations	34	34.0%
Marketing	30	30.0%
Networking with similar businesses and industry	20	20.0%
Skilled workers	50	50.0%
Street/Facade Improvements	28	28.0%
Succession planning	10	10.0%
Website/tech upgrades	13	13.0%
Other (please specify)	12	12.0%
Total	100	100%

Comments -15

I have all the resources that I need. However, I do more business in the counties to our South due to the lack of industry here.

City council with a vision not self motivated, like we have now.

real estate

Employee's that show up each day and contribute to help grow the business. Also, can pass drug test.

I work remotely so dependable internet service is a huge consideration. It would be nice to have reliable, affordable upgrades.

N/A People that I know have businesses are talking about leaving the state

Less bureaucracy. Obsessive fee structures and add ons once the process is started.
accommodation accessibility

To date we've always had very good cooperation with the building and planning departments. Most of the County and City staff our neighbors friends and just in general nice people.

business needs a handy man to clean out some gutters, they have to be licensed, registered, and have insurance. Everybody suffers.

Change our image !

Local (Yuba-Sutter-Colusa area) economic data. We have made repeated attempts to access info as basic as sales tax remittances by business category, with frustratingly limited success.

YSEDC, SBDC and VBOC do a great job in counseling and providing training. My business does not require any of above so answers are not too valuable vs other businesses.

Why would I network with similar businesses.... my network needs to be with dissimilar businesses who need my product.

Our service center is also a licensed vocational training center, we could use city and county support for our training program.

11. If you are a business owner or entrepreneur, what specific challenges do you face?

	Number of Responses	Response Ratio
Access to capital	20	21.2%
Permitting	26	27.6%
Prohibitive laws or regulations (please specify)	30	31.9%
Skilled workers	52	55.3%
Zoning	16	17.0%
Other (please specify)	10	10.6%
Total	94	100%

Comments - 23

I don't believe it is the local regulations but the ones initiated by the State that are the problem.
The cost of doing business in CA in addition to rules and regulations being so non-business friendly.
culture
Some of the restrictions on employers regarding how many breaks and when the breaks have to be taken, etc. This makes it difficult to take care of customers due to their breaks.
N/A People that I know have businesses are talking about leaving the state
over saturation of restaurants
times but nothing is done IF they show up that is. A business EVERYONE knows is dealing drugs but nothing is being done about it.
Too high of a minimum wage
Handicap access isn't compliant
As a service business the customer base is quick to jump from business to business and want our services for next to nothing. this is discouraging to employees - knowing that customers devalue your work/services is very discouraging to them....why do work for cheap unappreciative customers. pretty soon discouragement leads to quitting a job that shows no kindness from its customers
Homeless persons make it uncomfortable for clients or potential clients access. also picketers/protesters are aggravating to potential and current clients by sign waving, shouting, and general nuisance
I'm forced to find better uses for my property because the permitting process requires cost prohibitive upgrades for the same uses that been doing for years
State and local regulations are antiquated. Processes can be quick but outcomes are limited.
Governmental regulations that prevent timely hiring practices; some governmental entities are arrogant and ignore the very people funding their respective departments, lacking of foresight for future growth and opportunities, high taxes, crime and homeless steering business/buyers away from our communities.
Local governments are not clear on expectations/rules, permitting takes a long time due to staff shortages at local government, local government doesn't seem to actually want new small businesses.

Too many knit-picking regulations
Permits & fees can be very daunting when doing any kind of new construction. Having assurance that an impact fee will not be levied on you when none of the services the impact fee is for will come to your parcel, would be great. Being Local government difficult to work with
Too many regulations / and government.
In addition to answer to Question 10, we face an environment of diminished expectations with regard to projections for economic growth.
Labor laws are totally out of control if trying to increase productivity. Taxes and government are intrusive and must be cut back.
Economic depression and lack of visionary leadership prevent networked businesses from having capital to afford my services, and prevent the development of new markets.
Skilled workers is by far the challenge for most all businesses in the Tri Counties.

12. If you are a business owner or entrepreneur, what complimentary businesses would you like to see in our area? (For example: Surgeon - Surgical equipment sharpening) 34 Responses

Catering (all meals and snacks) for groups of 10 or less.
Manufacturing
We need manufacturing/tech/industrial/ logistics/food processing/warehousing etc.
Trader Joes
Hi tech. THAT is where the growth is. Look at Grass Valley. They now have a much higher % of tech business they have lured from the bay area. Why can't we get people in charge who can do this.... because we have people in charge of breeding entrepreneurialism who have never been an entrepreneur!!!! True entrepreneurs will see right thru this!!
Restaurants
Better restaurants, revitalize downtown Marysville
That is a good question that would be difficult to answer without some thought.
ER and hospital alternative to adventist
I'm a genetic genealogist, so family history resources are important to me.
Galleries for my art .
N/A People that I know have businesses are talking about leaving the state
Better medical care
Alternative / holistic health care options
Diabetes educators, Pediatric Endocrinologist, transportation to jobs that are as far as Hard Rock, Colusa Casino, etc. for people who want to work but don't have a car. One more hospital with pediatric facilities.
Military Contractors housed and officing here
A business that can provide stock items that folks can bring their containers to refill. Dish soap, laundry soap, shampoo, olive oil, juices. You get my drift.

Health Care Providers
Fitness - Whole Foods or Trader Joes
better medical care for employees
District areas such as Technology, Manufacturing, Entertainment, Health and Wellness
Good restaurantEvent centerVisitors CenterLodging
Someone to arrange tour groups for the area.
More manufacturing zones for larger employers.
Electronics retailerBusiness clothing store (Men's Warehouse type)
wholesale foods costco
More than one stationary store
A workforce development Center focusing on local skilled labor. A partnership with local trade unions so people can to work on real paying jobs.
More emphasis on attractions for visitors in the Foothills of Yuba County
Anything to create job for the economy !
For our employees, greater choice in health care providers.
Nonprofit, for profit, and government funding support infrastructure. Eg accomplished grant coordinators, federal & Kaiser Permanente would have a monumental positive impact on business, community and economics.
Restaurants such as Red Lobster or Golden Corral.

13. If you are a resident, what products or services do you leave town to purchase?

	Number of Responses	Response Ratio
Auto	50	37.0%
Clothing/shoes	91	67.4%
Dental services	17	12.5%
Healthcare services	51	37.7%
Recreational opportunities	98	72.5%
Other (please specify)	11	8.1%
Total	135	100%

Comments -22

Dining is mostly in Sacramento and Roseville as well as shopping.
Some retail items.
It is unfortunate to see so many chain clothing stores/department stores close over the years.
Materials for my fencing installation company
I try to buy here but have bought auto's out of town just for the fact some local dealer can't or won't compete on price.

SINCE WE ARE OLDER WE USE THE RETAIL IN OUR LOCAL AREA AND SELDOM GO OUT OF TOWN TO PURCHASE.
 Would be great to have a type of store like Trader Joe's for selection and prices.
 We have Kaiser insurance so we have to go into Roseville. I'd rather have local healthcare. That's not a reflection of the community though; it only reflects our budget. From what I understand, the hospitals here are great!
 Restaurants, movies, most everything. Occasionally eat out locally in Wheatland

I'm not a resident yet but the above are why we shop out of the area. I try to shop locally & shop small when I'm able to.
 I get all of this localexcept for collector rums

Groceries
 Groceries and Restaurants
 Groceries, entertainment, household items
 Healthcare for speciality services.
 Everything other than groceries on a regular basis.
 big box shopping dining
 Dining
 Dining
 Hunting supplies

many of the larger stores are poorly maintained and merchandise is strewn everywhere and poorly organized so it is easier to buy online.
 I make it a point to shop local. More of a company to promote this is necessary

14. How would you rate the Yuba-Sutter region's economic performance over the past five years.

	Number of Responses	Response Ratio
Very improved	6	4.0%
Somewhat improved	71	47.3%
Neutral	53	35.3%
Somewhat declined	10	6.6%
Declined	5	3.3%
No Responses	5	3.3%
Total	150	100%

Bringing is and allowing TRUCKING COMPANIES!!!!!!
 this is EXACTLY why we don't have true industries. Look at 99 and the 'roundabout' as example!!! these truck companies come in with planners allowing them to just run amuk. and now the local residents are on the hook to pay for roads they bring with them! these are NOT LOCAL JOBS.. they work around the country. Look at them. They are all junky, slobby businesses that DISQUALIFY YS REGION FOR ACTUAL REAL BIZ!! WAKE UP!!!!
 I have seen some growth, but also an increase in poverty and homelessness in the area.
 We have to many low end retail establishments and fast food. If we want to attract more to our area we need higher end retail and restaurants.
 THE AREA IN GENERAL IS OK. THE AREA OF MARYSVILLE AND LINDA ARE NOT GOOD AT ALL.
 It is very boring town .
 Improved over the last 5 years due to the national and state robust economies.
 It seems, at least in Yuba County, the critical mass needed to start and keep a thriving business activity going has not yet

15. What does successful economic development in the Yuba-Sutter region mean to you? (CHOOSE UP TO THREE)

	Number of Responses	Response Ratio
Increasing tourism	31	21.2%
Improving/increasing educational assets	42	28.7%
Improving quality of life/lifestyle amenities	79	54.1%
Recruiting/expanding new industry	83	56.8%
Recruiting/expanding new retail	49	33.5%
Starting and growing new startup companies	41	28.0%
Supporting existing business retention & expansion	92	63.0%
Other (please specify)	4	2.7%
Total	146	100%

Comments -9
 Recruit and expand opportunities for our citizens and our youth! My kids are gone! And I encouraged to them get out of this place because you will learn nothing and you will never grow!!
 all the above
 Until we do something to increase WEALTH of community, it will never prosper. all these 'wants' (restaurants, etc) will never survive until the WEALTH of the community increases. Until then... we will just see these surveys every 4 years, as the communities that are SERIOUS about growth get the REAL BUSINESSES. for example. Legend Trucking is in a friggin A successful Econ devel program should include all the above. Why spend money if results are not attained.
 Housing starts (all kinds)

Protecting and expanding the importance of Beale AFB and the benefits it provides the region
 Being sure our school systems, roads and services can handle the growth we see in our town.
 The EDC requires 100% loan default collateral. If the Yuba Water Agency can figure out some way to provide money to startups without violating its charter, it could, for example, take a 50% risk on the money, thus providing more access to capital for small business as the YWA could afford the risk.
 Clean up the city. Capitalize on location, our city has a great geo location and could be known as the outdoor family

16. How do you rate economic development and job creation as a priority for the region?

	Number of Responses	Response Ratio
Highest priority	72	48.0%
Medium priority	54	36.0%
Low priority	13	8.6%
Not a priority	5	3.3%
No Responses	6	4.0%
Total	150	100%

Comments -8
 Well paying jobs with benefits are essential to our community's health!
 ie: the massive trucking biz... any REAL business will look at that as a reflection of a shabby and crappy culture. They will go elsewhere. and they will continue to do so. why did all these trashy truck companies get permits to start/expand?
 Ruins the community to benefit a few. BAD BAD BAD
 As long as we do it without putting a tax burden on others.
 I'm all for economic development in the area but, lets gets the area ready for it(roads, traffic). Our roads are terrible. I recently started going to some of the Council Meetings so I know this is an issue of many.
 We cannot compete with other areas due to our minimum wage hike
 Homeless and un employed persons on the streets are a problem in many places and until we get a workable solution it will continue to be a growing problem. * I do not have a clue to fix it! I feel that it is becoming a health issue for us all
 Don't necessarily think big growth is good for the area
 I sure hope this is a high priority.

17. How do you propose we engage youth/younger adults in our community economic improvement efforts? 74

Responses

Find out what would make them stay after high school whether for trade school, college and career opportunities.
Work with the school districts on incorporating input from seniors through their economic/civic courses. Another approach is to collaborate with YCCD or the school districts through their clubs to include this population in the process of planning.
Provide them career opportunities if they stay after getting their education.
Ask them what they want, and get them involved with the projects that interest them.
social media and having younger adults help with recruiting high paying jobs that can support a young family
Social media! High Schools involvement.
Find out what makes the Millennial generation tick...as they are half of the U.S. workforce. Have a series of in person interviews and a survey. What would make them stay locally?
Perhaps create more internships through local businesses
Meet them where they are at, such as, social internet platforms. Hire young adults to get ideas on how to attract young adults. Look for and follow new trends.
Stop entitlements
I'm not sure if you already do this but include the youth commission in planning meetings.
without culture change... you won't! you will continue to perform surveys and have breakfasts but the root of the problem exists and will be difficult to change until the community gets so blighted that it is decrepit and has nowhere to go but up, as the surround areas will continue their growth
Less emphasis on memorizing facts in school and more emphasis on real life skills such as how to run a business, how to
College track education is great for some students. Others need Trade Schools and internship/mentor opportunities to
At the schools and local colleges.
JOBS
Providing training so they can be valuable to business. Carpenters, Welders, Heating and Air, Computer Training. Also
BRING IN MORE JOBS AND FIX THE TRAFFIC INFRASTRUCTURE. ONCE WE HAVE JOBS THEY WILL WANT MORE
start a young business persons class
Offer a larger selection of certification and licensing of job training for a greater earning potential for individuals who
Programs like "Say Love" and other volunteer opportunities that would help them feel involved in the community. If they
No engage at all
Give them education opportunities locally and improve quality of living so that they may choose to stay local and invest in local economy. Young people leave to attend universities and often do not return, feeling there is nothing to return
Improve education; more funding for vocational / skills training
amenities- quality of life for young families. Improved parks and recreation and schools.
Do whatever it take to attract quality businesses to our area. Yuba county especially!

Get youth/young adults to attend college locally. They'll be more likely to stay/invest their energy in the community.
Roller skating rink
listening to them and allow them to leadership opportunities.
Give them a voice. Send surveys like this to schools and get their opinions. Not to just "The Leadership Committee" or
More information in High School for them. Make them have to volunteer in a community at least 25-40 hours to graduate.
We used to hire young people to do many jobs in our manufacturing due to the price increase in the minimum wage we do not hire young people anymore
More job training opportunities in high school/ more career counseling in hs
Bring back the ROP classes and internships as well as volunteering.
create work programs within the EDC for youth
speak their language. Just like Bernie Sanders. but not be socialists
Improve Education.
There has to be programs in the schools, and there has to be some mandatory requirements in the schools for participation.
Create or improve classes in high school or college for technical job training.
population. Engage this demographic in providing feedback- it seems like their input is missing and some newer ideas are needed.
start teaching them the value of a job and loyalty to that job while they are in school. produce adults that are ready to go out into the world and be productive not adults that expect a free ride in this world
Educating them that 4 years at colleges is not always the best route. Maybe an Internship program that allows young adults to apply through the city to try out possible jobs
Sponsor high school projects in the community
Spend more time on the high school and local college campuses and ask the students what youth-centric programs
I wish we still had Preet's young mentor program in place as it was a big success for a minimal investment
More community projects to improve the community (e.g. clean/restore Yuba County parks, help restore MyCC, Ellis
Developing entrepreneur academy's sponsored by local businesses, leadership academy's, and afterschool and summer
More amenities
More activities for youth.
outreach,sporting event promotion.
Develop interesting things for them to do.
At the High School level youth should be encouraged to join vocational programs and apply for internships.
Offer part time work tied to grades.
For rural areas, online education and support for teen and young adult work experiences.

Start in schools teaching the impact of poor behavior as it relates to hire-ability. For example, drug use and/or DUI at 18 stays with you for 7 years. Educational opportunities including trades - bring back shop classes.
They need to feel that this place is worth improving. Right now nothing shows them that. Our young people tend to leave for college and not come back.
Predominantly, our geographic location lends itself to agriculture and farming. Business/professional opportunities are limited.
Leadership more social increment volunteer
the likely outcomes of their participation and engagement must be quantifiable to create the value proposition that resonates with that age group
Get them involved early at the high school and charter school levels.
Keep the schools safe and their families will truly desire to stay here and bring up their families.
Get their input
Local government needs to actually reach out to young people not just give them lip service and do what they want. The problem with engaging the youth of community is that outreach by the elite of the community is not a connection it is how they tell them how things should be.
Bring information to the local college and high schools
Engage youth and young adults in conversation as to what they are looking for to consider returning here after college to 4-H / FFA / High school sports
Difficult to do, as youth serious about their future leave to get their education, and I see many not interested in self or
The colleges and high schools must be more engaged in the community. Working with YSEDC and Chamber would open Trade schools and training opportunities in the trades
Keep an open mind to their ideas and how we can improve Yuba County and the industries we can potentially have in our area.
Youth need (1) low wage jobs (2) employers that pay for continuing education (3) summer/winter intern/extern opportunities (4) youth planning commission.
More service industry elective classes. Construction, automotive, welding, electronics. Teach LIFE SKILLS. How to balance a checkbook, how credit rating system works, interest rates...
Parents need to be more involved with the family unit and pay close attention to their education.
Have open forums in local parks/at Walmart or during community events where youth can have an opportunity to share their opinions

**18. Name three specific things leaders can do to make the region a better place for residents.
(CHOOSE THREE ONLY)**

	Number of Responses	Response Ratio
Create more affordable housing	65	44.2%
Develop more quality of life amenities	60	40.8%
Fund more workforce training	42	28.5%
Improve healthcare	35	23.8%
Improve K-12 education	38	25.8%
Improve public transportation	19	12.9%
Improve roads and connectivity	75	51.0%
Improve safety	41	27.8%
Lower taxes	32	21.7%
Make areas more pedestrian/bike friendly	19	12.9%
Other (please specify)	12	8.1%
Total	147	100%

Comments -24

Affordable housing isn't just for low income but for the middle class too. I make a middle class income but can't afford to purchase a home in a safe middle class neighborhood.

Elected leaders need to resign and stick with their day jobs because they are not skilled or talented enough to create change! Their is zero collaboration between the jurisdictions including our surrounding neighbors! No teamwork at all!

Remove the planners and boards that let crappy business come in and expand without bounds making a crappy environment.

There is too high of a desire and need to go out of our area for shopping, dining and entertainment; residents take their money to other areas which hurts our local economy.

TAKE SOME OF THESE OLD BUILDINGS AND MAKE THEM APARTMENTS FOR THE YOUNG WHO LIKE TO BE DOWNTOWN. TAKE THE OLD THEATRE AND REVIVE IT AS AN OPERA OR PLAYHOUSE. TAKE THE OLD HOTEL AND MAKE THE LOWER LEVEL A PARKING LOT AND THE UPPER LEVELS APARTMENTS. CLEAN UP E STREET. IT'S JUST UGLY. IT'S OUR FIRST IMPRESSION TO VISITORS. MAKE IT WORTH SEEING OR PUT A FREEWAY OVER THE TOWN.

Develop mental health and substance abuse treatment

Stop drugs and alcohol in Riverbend school and High school .

Traffic is unbearable in this area. It is certain to become more congested as the housing market improves and more people are drawn to this area due to the casino opening.

Reduce homeless

Get the homeless out!

get rid of the homelessness and stealing /drug use they are doing...
Improving safety to include providing appropriate law enforcement funding
All are important to varying degrees...
Get the homeless(drug addicts, alcoholics, and mental cases) off the streets. Enforce camping, loitering, panhandling, and littering laws.
Mount a visible campaign to address the state's shortcomings with respect to cost of living, highlighting those issues most important to the region (income tax, gas tax and similar)
A regional Sports Complex would be both beneficial and probably very profitable since it would be booked all the time.
More locally owned businesses such as restaurants and boutiques that attract a higher caliber of residents/visitors. Safe and welcoming river/recreational access
1)Homeless camps need to be isolated away from the river.
2)Finish the bike path to Harter Parkway with a park.
higher paying jobs
Internet in the foothills.
Permits for building a home are too prohibitive for the average family to build, and need to allow for guest homes/in-law quarters to be added to existing properties.
Increase jobs
This is an absurd choice between necessary alternatives.
Clean up the city.

19. Name three specific things leaders can do to make the region a better place for businesses. (CHOOSE THREE ONLY)

	Number of Responses	Response Ratio
Create a pro-business climate	72	49.3%
Focus on business attraction	67	45.8%
Foster wage growth	23	15.7%
Fund more workforce training	40	27.3%
Improve infrastructure	48	32.8%
Improve K-12 education	19	13.0%
Improve permitting process for development	42	28.7%
Lower taxes	36	24.6%
Provide better/more incentives	34	23.2%
Reduce regulations for businesses	47	32.1%

No Responses	6	4.0%
Total	150	100%

Comments -7

Fast food restaurants and retail are not the answer to our survival!
 Seems like a lot of people here depend on government to take care of them. Not the way it should be..
 The Yuba-Sutter area is always the first to sink in an economic downturn and the last to recover in an upturn
 Because of potential flooding the region is somewhat vulnerable.
 Diverse agriculture is a stable resource at the time but unless climate change is addressed my grandchildren will suffer accordingly
 For the most part we are a community-driven area. We have nice social events. We have honorable people who reside here in desire to continue to reside here. And we care about our neighbor in general. That is the small-town concept we can keep that even as we grow if we stay focused and committed to the person on our left and right.
 Continue our levee improvements without raising additional taxes.

21. What are the biggest threats to resiliency in the region? Check all that apply.

	Number of Responses	Response Ratio
Housing affordability	69	46.6%
Inability to attract and retain population	63	42.5%
Inadequate housing supply	63	42.5%
Inadequate preparation for a manmade or natural disaster	51	34.4%
Lack of civic participation	50	33.7%
Over reliance on one industry or employer	52	35.1%
Vacant downtowns	80	54.0%
Other (please specify)	8	5.4%
Total	148	100%

Comments -22

We need industry and well paying jobs. Our local leadership stinks! Useless Supervisors and City Council, they are unable to solve any issues and unable to foster a climate of progress!
 A future recession is a big threat.
 We need to keep housing (and our city) affordable and attractive to the new airmen coming to Beale.
 Cost of living,
 Crime

Not enough of the homeless population is motivated to participate to participate in services and job opportunities to lift them out of their situation. They are content to remain where they are, possibly due to drug use and/or mental health issues. The roads in and out of town leave much to be desired if there is an emergency or evacuation. The inability to increase population of low-skilled workers, with a decreasing population (people moving out of area to large cities, inadequate presence of Law Enforcement
Homeless population
In the Foothills, many homeowners are having their home owners insurance cancelled due to living in a fire prone area. We need more water resources developed to green up the area and provide a fire resilient community. Also, greening up the area will provide the economic engine for agritourism and geotourism.
Inadequate paying jobs for college students with degree
Inadequate development and infrastructure
This comment is most relevant to rural areas
Poor leadership; not looking to the future instead of looking at right now.
Lack of state support for the military - lose Beale AFB or fail to take action to prevent further mission loss and the impacts would be dramatic
Work on solutions for the homeless instead of just moving them from place to place
Voter Apathy
Not having Large base of steady high paying workforce & location of region (not near major city or natural attractions, the lack of perceived opportunity in the area to attract outside business or investment in the community.
Cost of permits for basic improvements.
Homelessness
Resiliency is not the issue it is the inability for growth with the current model in place.
A single Emergency response network that includes Sutter and Yuba County as well as the City of Yuba City, Marysville, Live Oak and Wheatland should be established for major disasters. This is needed in case of a mass evacuation event. We have clogged our roads to many times.

22. Do you have any suggestions for improving our economic health/prosperity? 54 Responses

Create culture of business friendly and focus on areas to develop into business parks with all of the amenities intact. Get Bring the issue to the forefront. This survey is a great starting point to open up a widespread discussion. BUT, we have to look most closely at the younger set of generations, which are our future.
Improve mass transit, have more county events; especially having events only found in Yuba/Sutter (Fairs, Rodeos, Festivals), make sure street lights are operating
Individuals accountability, enforcement of laws
keep prop 13 the way it is & cut permits on new construction. my gosh it's not rocket science.

Reduce government. put tax money to work, not just to " add another fireman". Hell... we have fire insurance... same with police.. same with city gov't
TRANSPERENCY IN GOVERNMENT.
Our community needs to start to plan for growth if that is the desire. ie create a true industrial park with adequate infrastructure & make better use of resources for improvements (we pave roads just to turn around a few months later to cut and patch them) someone has to think farther out than just to next week or next month
Not so costly of permits. This is what is ruining the countys. Lower the cost .But this will never happen as long as we have greedy county governments. Old Marysville could of been made into an Old Sacramento .But greed got in the way
Make local government friendly to do business with being helpful when you have questions.
PUT IN A BYPASS FOR TRAVELERS. NO ONE WANTS TO BE STUCK IN A GRIDLOCK. GIVE BUSINESSES INCENTIVES TO COME AND STAY. MAYBE YUBA COULD TAKE SOME HINTS FROM SUTTER'S BUSINESS STRATEGY. IMPROVE THE LOOK OF DOWNTOWN MARYSVILLE. IF I WERE A TRAVELER, THE DOWNTOWN WOULD NOT ENTICE ME TO SETTLE HERE. YES, I AM OPINIONATED BUT YOU ASKED MY OPINION.
Create a 5 year plan and budget for a successful completion of that plan. Chart it, own it and be aggressive in making those issues happen and not be so complacent.
Just as the Sikh community draws visitors every year with their temple and their wonderful parade, I think the LDS temple will be a huge attraction for many Latter-day Saint visitors. Let's give them places to stay if they are traveling, attractive restaurants, friendly faces, and a reason to want to come back.
We need Safeway back and Trader Joe's store and Costco .
If it is attractive for people to come, and the environment is safe and clean people will feel more comfortable. There
The natural resources of Yuba-Sutter, specifically the rivers, are the most unique and beautiful parts of the area. Yet today, they are an eye-sore due to the homeless problem. The homeless issue needs to be resolved, they can't continue to break the law and live on public property. Which will attract business / tourism to this natural resource.
Clean up the whole bi-county area (trash all over)
Do something about the homeless and drug addicts.
I know change is hard and not done overnight. Streets ARE getting serviced, Homeless/Drug pop. issue is NOW getting addressed. It's a slow process that needs to speed up a bit.
Cities need to work on our roads. I think just having a good infrastructure like nice roads get people to believe our city cares.
The minimum wage in all of California is going to run all the small manufactured out of here that compete with other states and other countries for the same business
More workforce training/ wage growth
Better paying jobs/careers, bring back ROP classes for adults, more attractions to the area, and one more hospital and more specialist.

Vote in all new people...get rid of the good old boy system....the judge that is running...benedorf or whatever her name is shouldnt be allowed to be a judge with a conflict of interest due to her husbands position in the county
Build Housing for all
We need to focus on small business and the uniqueness and personality to a community that is quickly becoming a bedroom community to Roseville and Sacramento. Fewer Chain restaurants and more diverse small business. People work out of the area and it is more inviting to shop on the way home and never experience their own towns
More water.
Educate the kids instead of giving them more and more VACATION DAYS!
Deal with the homeless problem
Deal with the crumbling roads
Do traffic studies and install traffic lights in over traveled areas that foster road rage
Find another way to accommodate the Sikh parade so that it does not impact the residents so completely for 3 solid days
Yuba City will always have a socio economic divide due to its agricultural work. Thereâ€™s a lot space in town that's excessively over priced to build on that doesn't give room to grow for entrepreneurs without substantial capital
Promote 20th century businesses...solar manufacturing, tech
Less dollar stores more high end retailers get rid of the homeless and drug epidemic enforcement of laws for all not just people with money
Leadership in the Yuba Sutter area need to work together to improve our quality of life
Less regulation on home businesses
Create a positive outlook for people, corps de esprit if you will, to feel that they want to invest their time and energy into business ventures.
The region needs to focus on providing economic incentives such as opportunity zone and enterprise zone. Revitalization
Vote Republican. Term limits for all local elected officials.
Even more PR across many socioeconomic niche areas touting the benefits for that niche of living and working in specific areas. For example: the lower cost of living along with entrepreneurial possibilities; lower cost of land for a rural lifestyle.....
I was asked last year to participate in this CEDS effort in 2020; that was until I brought up inconsistencies with data provided to the YSEDC CEDS Committee and the Committee's support of projects without questioning the inconsistent data. What good is the Committee if it's a rubber stamp for our tax dollars?
lower taxes and regulations
A solid master plan, supported by appropriate detailed sub-plans, executed with discipline - all create the positive trend necessary for the early adopters of regional support to jump on our bandwagon and not other regions. Improvement takes time, but disciplined execution of solid plans fosters trust that improvement will follow.
California is not business friendly on the whole. If businesses are encouraged to come to our community without all the Clean house at Marysville city hall and bring in new people that have a vested interest in the city and not just a paycheck.

Invest in a quality Sports Complex. Especially for soccer.
Look at all categories checked above.
Don't vote democrat.
Create and an advisory. Board of young people and families and really engage the young people in our community.
If well managed, the Yuba Water Agency could have a large impact on improving the area's prosperity. If not well managed, it will tend to pick winners and losers.
1. Steadily improve infrastructure (roads, sidewalks, sewer, drinking water, electrical & levees)
2. Beautify City buildings and thoroughfares
Change our Image!
Revitalize educational opportunities, ie Yuba College, limit families on assistance, require drug testing and job training to receive benefits. Expand job training and educat. opportunities, and housing for low income families. I see too many
Yes. But my city leaders are not interested in meeting to listen for outside advice.
Bring in more family friendly places such as a skating rink or a movie theatre. More restaurants. Maybe a Costco.



BUILDING PROSPERITY IN THE YUBA-SUTTER REGION

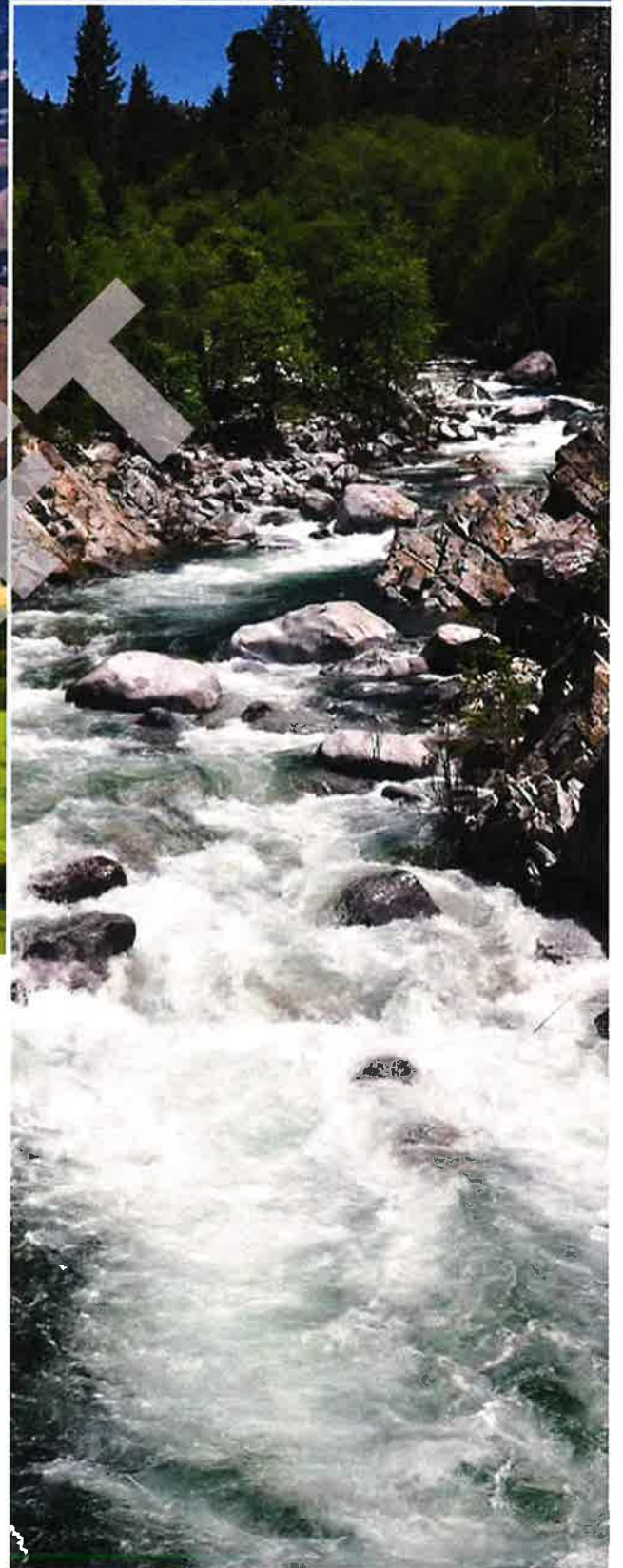
APPENDIX IV

AGRICULTURE
ECONOMIC
PROFILE

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

EDC
Yuba-Sutter
economic development corporation



AGRICULTURE AS ECONOMIC DEVELOPMENT

California is the leading state in the US in terms of income derived from agricultural activities. This sector also provides 10 percent of the state's labor force. Of approximately 99 million acres of land occupied by the State, 25 million acres have been dedicated to farmland. The success of this sector is associated with the state's long growing season as well as the fertile soil. Additionally, most of the land is irrigated which results in the stability of farming activities. The agricultural products in California are utilized for both consumption and export. The exports account for one-fifth of the state's income.

This appendix will help economic developers, planners, local food advocates, and community members to understand the geography of the Yuba-Sutter region's place in the multi-billion-dollar California agriculture industry. The economic indicators provided can help local governments design ways to support agricultural businesses as key components of vibrant and resilient local economies.

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. 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.





Approximately 272,480 acres or 66 percent of the total county area, are comprised of agricultural croplands and pasture. The gross value of Yuba County's agricultural production for 2018 is \$241,550,000, up approximately four percent from the 2017 value estimate of \$231,779,000. The increase in value can be attributed to the significant increase in rice prices. In addition timber production and increase in kiwi acreage contributed to the growth of the gross value.

The contribution of agriculture to the economy of Yuba County is not totally reflected by the value of the crops.

Processing, transporting, marketing and other farm related services directly or indirectly tied to agriculture benefit appreciably. It is estimated the agricultural industry returned four times the gross agriculture value to Yuba County's economy in 2018.

In 2017, Yuba County ranked 32nd in gross value of agricultural production of the entire state of California and third in dried plums production. To access the complete 2018 crop report visit:

<https://www.yuba.org/2018CropReport.pdf>

LEADING AGRICULTURAL COMMODITIES

	RANK	CROP	2018	2017
	1	Rice	\$62,907,000	\$37,082,000
	2	Walnut	\$42,299,000	\$74,039,000
	3	Prune/Dried Plum	\$32,416,000	\$33,610,000
	4	Livestock- All	\$20,332,000	\$23,689,000
	5	Peach, Cling	\$19,923,000	\$22,922,000
	6	Kiwi	\$13,883,000	\$7,392,000
	7	Timber	\$12,231,000	\$5,050,000
	8	Almonds- All	\$7,848,000	\$5,590,000
	9	Pasture- All	\$5,706,000	\$5,706,000
	10	Nursery Stock	\$2,970,000	-----



SUTTER COUNTY

Agriculture has a long tradition in Sutter County and for more than a century, it has been a pillar of its economy and culture. In 2017, agriculture contributed a total of \$1.48 billion to the county economy. This consisted of \$835.6 million in combined, direct output from food production and processing, plus \$645.1 million in multiplier effects. Agriculture also supported about one out of seven jobs in the county.

Approximately 380,972 acres or 88 percent of the total county area, are comprised of agricultural croplands and pasture. The gross value of Sutter County's

agricultural production for 2018 is \$605,399,000 up approximately 3.7% from the 2017 value estimate of \$583,996,000. The increase in value can be attributed to the significant increase in rice acreage and price.

In 2017, Sutter County ranked 23rd in gross value of agricultural production of the entire state of California, second in rice production, third in corn for grain, fourth in peach production and fifth in dry bean production.

To access the complete 2018 crop report visit: https://www.suttercounty.org/doc/government/depts/ag/ag_crop_reports

LEADING AGRICULTURAL COMMODITIES

	RANK	CROP	2018	2017
	1	Rice	\$178,511,000	\$151,710,000
	2	Walnut	\$85,956,000	\$130,414,000
	3	Peaches	\$59,798,000	\$43,349,000
	4	Prunes	\$57,041,000	\$52,372,000
	5	Nursery Products	\$53,414,000	\$22,922,000
	6	Processing Tomatoes	\$37,887,000	\$25,106,000
	7	Almonds	\$33,155,000	\$36,278,000
	8	Hay, Alfalfa	\$12,981,000	\$3,323,000
	9	Beans, Dried	\$8,181,000	\$4,793,000
	10	Corn, Field Grain	\$6,572,000	\$12,912,000

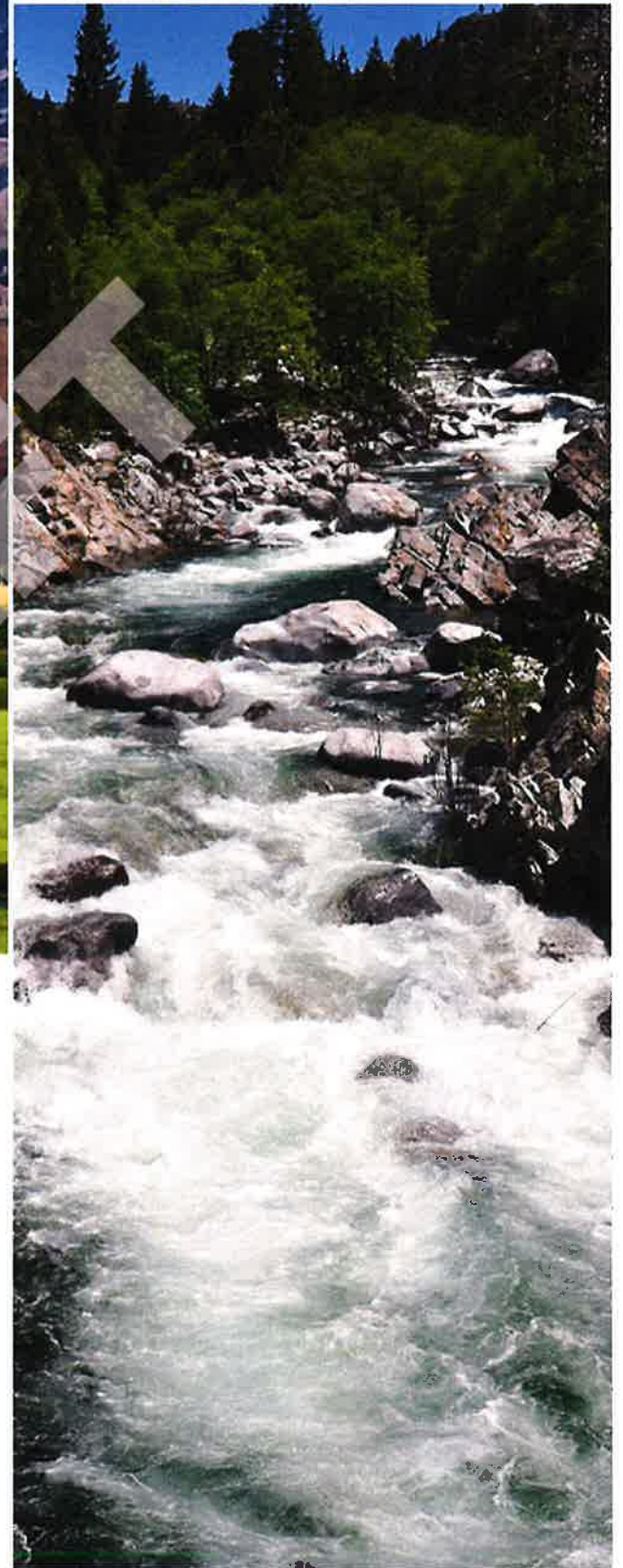
BUILDING PROSPERITY IN THE YUBA-SUTTER REGION

APPENDIX V PUBLIC WORKS PROJECTS

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

EDC
Yuba-Sutter
economic development corporation



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

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
CALTRANS PROJECTS					
Regional R1 Long-term	3 3.2	<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 Minor project, EA 0H980, completed under maintenance EA 03-1G070</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. EA 03-2F320, PM 8.0/10.2 programmed in SHOPP, FY 18/19 for \$10.7M construction capital</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 UPDATE: now going through Plans, Specifications, & Estimates phase EA 03-0A570. PM 13.3/17.6 programmed in SHOPP, FY 18/19 \$38M construction capital</p>	\$1,080,000	SHOPP	2020
				PROJECT COMPLETED	
			\$2,500,000	SHOPP	2025
			\$5,500,000	SHOPP	2025
Regional R2 Long-term	3 3.2	<p>Caltrans State Highway Projects in Yuba County</p> <p>A. SR 20, Project ID 030020593 - Browns Valley Rehab, Marysville Road To Yuba River Bridge: Roadway rehabilitation and shoulder widening</p> <p>B. SR 99, Project ID 0309000277 - Replace Aging Sign Panels, near Marysville from 0.3 miles south of Oliverhust Ave. to beginning of Bear River Bridge: Replace aging signs</p>	\$37,769,000	SHOPP	
			\$TBD	Maint.	

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<p>C. SR49, Project ID 0319000049 - Yuba Culvert Repair, in Yuba County from 0.25 mile north of Camptonville Rd to 0.5 mile south of Willow Creek Campground: Culvert repair</p> <p>D. SR65, Project ID 03190002268 – McGowan Pump Plant Rehab, near Olivehurst Linda at the McGowan Road Overcrossing Pump Plant: Rehab Pump Plant</p> <p>E. SR70, Project ID 0314000153 – Yuba 70 Safety Segment 4 & 5, near Marysville from Laurellen Road to South Honcut Creek Bridge: Widen shoulders and improve clear recovery zone</p> <p>F. SR20, Project ID 0313000033 – Feather River Scour, In Yuba City at Feather River Bridge and Overhead 18-0009: Bridge scour mitigation</p> <p>G. SR70, Project ID 0318000186 – Yuba-70 from Woodruff lane to Yuba/Butte County line: Widen shoulders, improve clear recovery zone</p>	<p>\$TBD</p> <p>\$TBD</p> <p>\$71,230,000</p> <p>\$6,218,000</p> <p>\$32,000,000</p>	<p>Maint.</p> <p>Maint.</p> <p>SHOPP</p> <p>SHOPP</p> <p>STIP/RIP</p>	
Regional R3 Long-term	3 3.2	<p>State Route 99 Corridor Improvements</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>A. SR99, Project ID 031400005 – In Live Oak from Paseo Avenue to Rivera Rd: Widen from 2 to 4 lanes and entrance streetscape.</p> <p>2020 Live Oak Update: Utility undergrounding finished by Summer 2020. Water, Sewer, and Storm Drain improvements to begin Summer 2020 with full construction scheduled for completion by 2022.</p> <p>B. SR99, Project ID 0316000061 – Road Rehabilitation, in Live Oak from 0.1 mile north of Coleman Ave. to north of Ramsdell Dr.: Road Rehabilitation</p> <p>C. SR99, Project ID 0317000083 – Modify Intersections</p>	<p>\$4,986,000</p> <p>\$16,380,000</p> <p>\$3,400,000</p>	<p>Other/ Local</p> <p>SHOPP</p> <p>SHOPP</p>	
Regional R4 Mid-term	3 3.2	<p>Caltrans State Highway Projects in Sutter County</p> <p>A. SR 99, Project ID 0319000135 – In Sutter County on Route 99 from Stewart Rd to Junction of SR 20: Dig outs and HMA Overlay</p> <p>B. SR 99, Project ID 0319000235 – SR99 Various Locations: HM 3 Preservation – deck treatment and joint seal replacement work</p> <p>C. Project ID 0316000010 - Various Locations in Sutter Co. – Replacement of ADIEM crash cushion and sand barrel arrays with other crash systems</p>	<p>\$TBD</p> <p>\$TBD</p> <p>\$TBT</p>	<p>Maint.</p> <p>Maint.</p> <p>SHOPP</p>	
Regional R5 Long-term		<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>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 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</p>			

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<p>help pass a bill that would allow Yuba City, Sutter County and Yuba County retain funds from the sale of properties.</p> <p>2020 Update: This project has been a concept for decades but there has not been any progress. Gallagher's attempts at legislation to shift the money from the sale of excess money from the state to the Counties failed.</p>			
Regional R6 Mid-term	3 3.2	<p>Feather River West Levee Project 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>2020 UPDATE: 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.</p>	\$312,000,000	State of California, property assessment revenues.	Phase I - 2016 Phase 2- open ended
Regional R7 Short-term	3 3.2	<p>Fifth Street Bridge Reconstruction and Approaches 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 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. . 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> <p>2020 Update: Crews continue to remove the temporary support on the new Fifth Street Bridge while conducting a controlled demolition of the old Fifth Street Bridge. While the new bridge is currently carrying traffic, one lane in each direction, the entire deck of the bridge which will eventually carry traffic in two lanes in each direction is complete. On the Yuba City side of the bridge near Second Street, crews have almost completed installing the outside barrier. For the next three weeks an outside barrier will be added to the larger section of the new bridge toward Marysville, according to project</p>	\$72,657,311 \$0,402,268 \$2,764,574 \$17,905,531 \$492,974 \$,091,964	TOTAL COST Highway Bridge Program - Federal Repurposed High Priority Project-Federal Regional surface Transportation Program-Federal Utility Company Reimbursement Yuba City-Local	2020

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		manager Mehrdad Varzandeh. While the bridge has been completed, there are still steps that have to take place before the entire bridge is ready to carry traffic in four lanes. A closure pour will take place that will connect the south side of the new bridge with the north side that is carrying traffic as construction continues. The two sections of the new bridge have been connected for crews to be able to drive between the two. Anticipated completion August 2020.			
Regional R8 Long-term	3 3.2	<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>2020 Update: In 2019 a JPA was formed between Yuba County and the City of Wheatland, called the South Yuba Transportation Authority. The JPA is currently in the process of hiring a consultant to kickoff this project and the process has officially started toward completion of the bypass in the future.</p>	\$150,000,000		
Regional R9 Various	3 3.2	<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		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 2035
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	2028
L		J. SR 20, Stabler Lane to SR 99, Yuba City: Widen highway to six lanes.	\$874,540	STIP, local	2036
L		K. SR 70, Erle Road interchange: Construct improvement to interchange.	\$2,000,000	STIP, local	2036
Regional R10 Various	3 3.2	<p>Caltrans/Sacramento Area Council of Governments Metropolitan Transportation Plan Major planned and programmed state highway projects within Yuba-Sutter are identified in the following:</p>			
M		A. SR 20, east of McGanney Lane to Yuba-Nevada county line and to Mooney Flat Road: Shoulder and curve improvements.	\$28,780,000	SHOPP	11/01/20
M		UPDATE: Is in the process and should be completed 11/01/2020 B. SR 70, Simmerly Slough: Bridge replacement.	\$82,900,000	SHOPP	12/31/21

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
L		UPDATE: Is in the process (Design Safety Review) and will be completed 12/13/2021	\$235,000,000	SHOPP Various	2036
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.	\$3,128,000	STIP, local	2036
L		D. SR 20, N. Walton Avenue to Rocca Way, Yuba City: Widen highway to six lanes.	\$5,244,000	SHOPP	2035
L		E. SR 70, McGowan Parkway: Widen interchange overpass and add traffic signals.	\$6,500,000	SHOPP	2022
L		F. SR 20, Parks Bar Road to Hammonton-Smartsville Road: Shoulder, curve, and turn lane improvements.	\$12,203,000	STIP, local	2022
L		G. SR 99, Lomo railroad crossing north of SR 99/Live Oak Blvd. intersection: Right-of-way and construction of railroad crossing.	\$12,486,000	SHOPP	2022
L		H. SR 70, Marysville Union Pacific Railroad underpass: Widen underpass.	\$37,457,000	SHOPP	2022
L		I. SR 70, north of Marysville to Yuba-Butte county line: Construct passing lanes.			
L		J. SR 20, Loma Rica Road to Kibbe Road: Construct passing lanes.	\$2,500,000	SHOPP	2025
L		K. SR 20, Marysville Road to Sicard Street: Shoulder, curve, and turn lane improvements.	\$5,500,000	SHOPP	2025
L		L. SR 99, north of Yuba City to Sutter-Butte county line: Construct passing lanes.	\$20,000,000	SHOPP	2025
L		M. SR 20/99, Yuba City: Construct a full interchange, right-of-way acquisition.	\$30,507,00	STIP, local	2026
L		N. SR 20, Yuba and Sutter counties: Widen 10th Street bridge to six lanes.			
Regional R11 Long-term	3 3.2	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 rejoining the existing track bed south of the city limits at approximately Erle Road in Linda.	\$60,000,000		2030
Regional R12 Mid-term	3 3.2	Flood Protection of the City of Marysville 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. 2020 UPDATE: Part of the bigger Marysville Ring Levee project, construction on Phases 2B and 3 includes installation of a seepage cutoff wall along the Yuba River from Highway 70 to the Recology landfill entrance and straightening of portions of the levee between Highway 70 and Simpson Lane.	\$92,500,000 \$13,000,000 \$200,000	U.S Army Corp of Engineers YWA	2022

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<p>Construction for Phases 2B and 3 is projected to begin in late May, with a projected completion date of December 2023.</p> <p>Phase 2A South construction is complete and included the revitalization of the two baseball fields. Phase 2C cutoff wall construction is also slated to begin in April.</p> <p>According to the Corps, there will be traffic delays at Biz Johnson Road, and residents are encouraged to avoid this area and plan alternate routes. Phase C construction is projected to be completed in December. The Marysville Ring Levee is a joint project of the U.S. Army Corps of Engineers, Central Valley Flood Protection Board and Marysville Levee District.</p> <p>The project is slated to be complete in 2024 and will reduce flood risk for this historic town of 12,000 residents on the Yuba and Feather rivers</p>			
Regional R13 Mid Term	3.2	<p>Reroute State Routes 70/20 North to 14th Street</p> <p>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		Unknown
BEALE AIR FORCE BASE PROJECTS					
Regional R14 Short-Term	2 2.1	<p>BAFB – Repair Utilities in Beale East</p> <p>Design, repair and install underground utilities in support of recently constructed housing.</p> <p>2020 UPDATE: Project is completed.</p>	\$5M-\$8M	Federal	2019
Regional R15 Short-Term	2 2.1	<p>BAFB – Repair & Upgrade Mountain View Housing Utilities (Const)</p> <p>Design, repair and install underground utilities in support of recently constructed housing</p> <p>2020 UPDATE: Project is completed.</p>	\$4M-\$7M	Federal	2018
Regional R16 Short-Term	2 2.1	<p>BAFB – (AFRC) Repair Bldg. 11076, Dock 5 (Const)</p> <p>Complete restoration and modernization of 940th ARW maintenance hangar to address all life safety issues, incl. electrical switchgear.</p> <p>2020 UPDATE: Project is completed.</p>	\$8M - \$11M	Federal	2018
Regional R17 Short-Term	2 2.1	<p>BAFB-Construct Common Mission Command Center (CMCC)</p> <p>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.</p> <p>2020 UPDATE: Project is completed.</p>	\$70M -	Federal	2018
Regional R18 Short-Term	2 2.1	<p>BAFB-(AFRC) Repair Fuel Cell, Dock 4, B1077 (D-B)</p> <p>Complete restoration and modernization to address life & safety issues for the KC-135 mission.</p> <p>2020 UPDATE: Active</p>	\$5M-\$8M	Federal	2018
Regional R19 Short-Term	2 2.1	<p>BAFB-Repair Harris Fitness Center, B2418 (Const.)</p> <p>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.</p>	\$4M-\$7M	Federal	2018

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		2020 UPDATE: Project is completed.			
Regional R20 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$16M-17M	Federal	2019
Regional R21 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$1M-\$3M	Federal	2019
Regional R22 Short-Term	2 2.1	BAFB-Repair Dining Facility, B2490 (Contraills) Upgrade Utilities (i.e. Plumbing, Mechanical and Electrical Systems). Upgrade Restrooms to ADA Compliance. 2020 UPDATE: Project is completed.	\$4M-7M	Federal	2019
Regional R23 Short-Term	2 2.1	BAFB-Dental Clinic Modernization Renovate existing Dental Clinic. Provide temporary facilities during renovation to continue supporting the mission. 2020 UPDATE: Active	\$10M-\$11M	Federal	2019
Regional R24 Short-Term	2 2.1	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 2020 UPDATE: Project is completed.	\$1M-\$3M	Federal	2019
Regional R25 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$1M-\$3M	Federal	2020
Regional R26 Short-Term	2 2.1	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. 2020 UPDATE: Active	\$3M-\$6M	Federal	2020
Regional R27 Short-Term	2 2.1	BAFB – Repair B2145 Multiple Modifications Design changes to include/adding a smoke detector system and UTC Storage Upgrade. Change design to comply with AFRC requirements. 2020 UPDATE: Active	\$1M-\$3M	Federal	2020

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Regional R28 Short-Term	2 2.1	BAFB-2 MW Solar Array & Microgrid/Battery Storage Projects (ERCIP) Install an advanced microgrid controller with a 1MW/4MWh battery energy storage system (BESS). Integrate with proposed 2MW solar photovoltaic system to charge the BESS and provide demand response capabilities. 2020 UPDATE: Planned	\$4M-\$7M	Federal	2021
Regional R29 Short-Term	2 2.1	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. 2020 UPDATE: Planned	\$4M-\$7M	Federal	2021
Regional R30 Short-Term	2 2.1	BAFB-Renovate Global Hawk B1210/ B1214 Renovate to allow for better organization, increase efficiency, and safer working conditions. 2020 UPDATE: Active	\$4M-\$5M	Federal	2020
Regional R31 Short-Term	2 2.1	BAFB- Repair U-2 Flight line Fire Suppression Pump House B1040 Provide Fire Suppression pump house for eight hangars servicing U-2 and Global Hawk Aircraft. 2020 UPDATE: Active	\$1M-\$3M	Federal	2019
Regional R32 Short-Term	2 2.1	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. 2020 UPDATE: Active	\$10M-\$12M	Federal	2020
Regional R33 Short-Term	2 2.1	BAFB- Repair Well Field Power Poles Replace existing aging overhead electric infrastructure. To comply with environmental constraints, the majority of the facilities will be rerouted underground. 2020 UPDATE: Active	\$4M-\$6M	Federal	2021
Regional R34 Short-Term	2 2.1	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. 2020 UPDATE: Active	\$5M-\$6M	Federal	2021
Regional R35 Short-Term	2 2.1	BAFB- GH - Campus/MCE Pad Power Distro (B1218, 1215, 1210, 1199A) Power Distribution System upgrade for Global Hawk Campus. 2020 UPDATE: Active	\$3M - \$6M	Federal	2021
Regional R36 Short-Term	2 2.1	BAFB- Repair Military Service Station, F2499 Various repairs to increase fuel capacity, improve monitoring, and improve distribution. 2020 UPDATE: Planned	\$1M-\$3M	Federal	2021
Regional R37 Short-Term	2 2.1	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. 2020 UPDATE: Planned	\$25M-\$27M	Federal	2021

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Regional R38 Short-Term	2 2.1	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 Mandery Drive. The new line will bring the distribution system into compliance with the Safe Drinking Water. 2020 UPDATE: Active	\$3M-\$5M	Federal	2021
Regional R39 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$1M-\$3M	Federal	2021
Regional R40 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$2M-\$5M	Federal	2020
Regional R41 Short-Term	2 2.1	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. 2020 UPDATE: Project is completed.	\$500K	Federal	2020
Regional R42	2 2.1	BAFB- Repair and Upgrade Bldg. 1218 Complete restoration & modernization of the Mission Control Center -- supports the Ground Segment Modernization Plan. 2020 UPDATE: Active	\$8M-\$9M	Federal	2020
Regional R43 Short-Term	2 2.1	BAFB- Base-wide Dam Study 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. 2020 UPDATE: Active	\$2M-\$5M	Federal	2019
Regional R44 Short-Term	2 2.1	BAFB- Repair 60kV Power Line CMCC Loop 60kV repairs for Loop Feed to prepare for WAPA 230/60kV Interconnection capacity. 2020 UPDATE: Active	\$9M-\$12M	Federal	2021
Regional R45 Short-Term	2 2.1	BAFB- Repair 480V Equip/Controls and Lighting Gen B5761 Replace generator controls, 480V transformers, main distribution panels, motor control centers and emergency lighting generator. 2020 UPDATE: Active	\$5M-\$7M	Federal	2020
Regional R46 Short-Term	2 2.1	BAFB- Renovate Mission Planning Cell (MPC) Mission Planning Cell supports ISR operations. 2020 UPDATE: Completed	\$5M-\$8M	Federal	2020

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Regional R47	2 2.1	BAFB- Perimeter fencing (Base Perimeter) Base w/ Options Augment and improve installation fencing. 2020 UPDATE: Planned	\$1M-\$2M	Federal	2020
Regional R48 Short-Term	2 2.1	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. 2020 UPDATE: Planned	\$7M-\$10M	Federal	2021
Regional R49 Short-Term	2 2.1	BAFB- Beale WAPA Interconnection Project (BWIP) Improve Resiliency, Reliability & Redundant Power Delivery. 2020 UPDATE: Planned	\$46M-\$49M	Federal	2021
Regional R50 Short-Term	2 2.1	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. 2020 UPDATE: Planned	\$8M-\$11M	Federal	2020
Regional R51 Short-Term	2 2.1	BAFB- Replace B3340 Artificial Turf: Soccer Field at Youth Center Converting grass turf to artificial turf with sprinkler and drainage system. 2020 UPDATE: Planned	\$1M-\$3M	Federal	2020
Regional R52 Short-Term	2 2.1	BAFB- Repair 60kV Circuit Main Base to Doolittle 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. 2020 UPDATE: Active	\$4M-\$6M	Federal	2021
Regional R53 Short-Term	2 2.1	Consolidate Lincoln Receiver Site, B4131 Design-Build Project. Design and install a complete and useable hydropneumatic well system. Remove and replace existing pressure tank system. Remove and replace existing electrical panel as required. 2020 UPDATE: Active	\$4M-5M	Federal	2020
Regional R54 Short-Term	2 2.1	CDC Preschool Classroom Design-Build Project. Additional classroom for CDC to be tied into existing roof system. 2020 UPDATE: Active	\$2M-\$3M	Federal	2020
Regional R55 Short-Term	2 2.1	Base-wide Paving Renovation of multiple locations on base for asphalt and concrete. 2020 UPDATE: Active	\$2M-\$3M	Federal	2020
Regional R56 Short-Term	2 2.1	1218 Equipment Install Communication Portions of B1218. Server Racks; interfacing Siemens controls for the all interfacing Siemens equipment for Intrusion Detection System (IDS). 2020 UPDATE: Active	\$6M-\$8M	Federal	2020

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Regional R57 Short-Term	2 2.1	Repair Dock 7, Building 812443 Design Build. Renovate offices, install HVAC, fire suppression, notification, foam, pump. Install generator, paint exterior and renovate floors. 2020 UPDATE: Active	\$10M-\$12M	Federal	2020
Regional R58 Short-Term	2 2.1	Repair HVAC Network Control Center/ Building 2445 Design Build. Replace HVAC for server rooms. 2020 UPDATE: Active	\$1M-\$2M	Federal	2020
Regional R59 Short-Term	2 2.1	Repair 60V Circuit (PAVE PAWS to Grass Valley) 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. 2020 UPDATE: Active	\$4M-\$6M	Federal	2020
Regional R60 Short-Term	2 2.1	Repair 480V System PAVE PAWS B5760-MCC Replace generator controls, 480V transformers, main distribution panels, motor control centers and emergency lighting generator 2020 UPDATE: Active	\$4M-\$6M	Federal	2020
Regional R61 Short-Term	2 2.1	Repair HVAC, Abate Asbestos Omni Gym B2459 Renovate the interior of the OMNI; abate all asbestos and replace HVAC. Redesign the layout for the fitness center as well as the Honor Guard area. 2020 UPDATE: Active	\$4M-\$6M	Federal	2020
Regional R62 Short-Term	2 2.1	DEMO Temporary Lodging Facilities Demolish existing TLF buildings as new TLF's have recently be constructed. Old TLF's are in poor and unsalvagable condition. 2020 UPDATE: Planned	\$1.5M-\$2.5M	Federal	2020
Regional R63 Short-Term	2 2.1	GH-B1215 Repair and Upgrade Renovate and modernize building, additional 20' to be added to each end of the building to provide space for electrical equipment, offices and a conference room. 2020 UPDATE: Planned	\$3M-\$5M	Federal	2020
Regional R64 Short-Term	2 2.1	Dorm Repairs Repair structural damage to two facilities after a severe water leak which damaged flooring and walls. 2020 UPDATE: Planned	\$5M-\$8M	Federal	2021
Regional R65 Short-Term	2 2.1	B2434 Roof Replacement (BX) Replace an aging roof system on the BX. 2020 UPDATE: Planned	\$1M-\$2M	Federal	2020
Sutter County					
Sutter Co. S1 Mid-term	3 3.2	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	Not determined		

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		food; and promotion of events that expose residents of urban places to agricultural activities and issues.			
Sutter Co. S2 Mid-term	3 3.1	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	SB1 funding	Ongoing
Sutter Co. S3 Short-term	3 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. 2020 UPDATE: The Basin Drainage Study is complete and Board adoption is pending.	\$300,000	County, Gilsizer District	2020
Sutter Co. S4 Short-term	4 4.2	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. 2020 UPDATE: Project is completed	\$18,000,000	AB900	June 2019
Sutter Co. S5 Short-term	3 3.1	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. 2020 UPDATE: Project is completed	\$10,500,000	County	
Sutter Co. S6 Short-term	4 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. 2020 UPDATE: Project is completed	200,000	County	Sept. 2019
Sutter Co. S7 Short-term	4 4.2	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. 2020 UPDATE: Design is to be completed by June 2020.	15,000,000	County	June 2020 –Design Complete
Sutter Co. S8 Short-term	3 3.1	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. S9 Short-term	3 3.1	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. S10 Short-term	3 3.1	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.

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Sutter Co. S11 Short-term	3 3.1	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. S12 Short-term	3 3.1	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	3 3.1	Highway 65 Regional Wastewater Treatment Plant This public works project would provide a new wastewater treatment facility located in the Highway 65 corridor near the Sports and Entertainment Zone area capable of supplementing and/or replacing the existing wastewater treatment plant.	\$80,000,000		
Yuba Co. Y2 Long-term	3 3.2	Yuba River Parkway This public works project would construct a four-lane arterial around the easterly side of Marysville through the East Linda Specific Plan from Highway 65 at McGowan Parkway to Highway 20 at Plantz Road.	\$150,000,000		
Yuba Co. Y3 Mid-term	3 3.2	Highway 70/Plumas Lake Boulevard 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. 2020 Update: Yuba County has hired a consultant to design Phase 2 of the interchange	\$20,000,000		
Yuba Co. Y4 Mid-term	3 3.2	Erle Road Interchange This public works project would upgrade and expand an existing interchange facility at Erle Road and Highway 70 to provide greater capacity.	\$20,000,000		
Yuba Co. Y5 Mid-term	3 3.2	East Linda Detention Basin This public works project would expand an existing detention pond to serve East Linda and is referred to within the South Yuba Master Drainage Plan.	\$4,000,000		
Yuba Co. Y6 Short-term	3 3.1	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	3 3.2	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 2020 UPDATE: Project Has been completed.	1,035,000 800,000	ATP ATP	2019
Yuba Co. Y8 Short-term	3 3.2	North Beale Road Revitalization Improvements This public works project consists of implementing the road improvements recommended by the East Linda Revitalization Plan which consists of sidewalks, landscaped medians, street lighting, and parking that would improve the safety of the road for motorists, bicyclists and pedestrians as well	\$10,000,000	Federal and state transportation funds	2022

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<p>as improve the appearance of the road corridor to help attract new and retain existing businesses.</p> <p>2020 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 anticipate starting construction in 2021.</p>			
Yuba Co. Y9 Mid-Term	3 3.2	<p>Bikeways and Pedestrian Trails</p> <p>Bikeways and pedestrian trails provide an alternative mode of transportation as well as an outdoor activity that has the added benefit of connecting people with other points of interest. In January 2013, Yuba County adopted an update to the Yuba County Bikeway Master Plan, which lists and prioritizes projects and their estimated costs.</p>	\$6,500,000		Ongoing
Yuba Co. Y10	4 4.2	<p>14Forward Homeless</p> <p>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>2020 UPDATE: Since September 1, 2017 14Forward has served 325 people who attributed homeless to one or more of the following conditions: mental health issues (143), substance use including alcohol (81), chronic health condition (127), physical disability (109), development disability (60), domestic violence history (87), fleeing domestic violence (4). Results of the program: 18 percent improvement in income, 89 exists to permanent destinations and 66 to other positive destinations.</p>	2,500,000	State, local, federal	Ongoing
Yuba Co. Y11 Mid-Term	3 3.2	<p>County Bridge/Culvert Repair</p> <p>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>2020 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. Rices Crossing Bridge at Oregon House Creek will be replaced in the summer of 2020.</p>	16,810,000	HBP/FSTIP	2020
Yuba Co. YA1 Mid-term	3 3.3	<p>Relocate Airport Drainage Ditch</p> <p>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	3 3.3	<p>Yuba County Airport Terminal Building</p> <p>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		

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Yuba Co. YA3 Mid-term	3 3.3	On-Site and Off-Site Improvements to Industrial Park No. 2 This project would connect the road that ends at Skyway Drive to a 30-acre industrial park and provide an access road, curbs, gutters, and drainage facilities necessary to serve Industrial Park No. 2.	\$1,500,000		
Yuba Co. YA4 Mid-term	3 3.3	Site Improvements to Industrial Park Site No. 2 This public works project would provide street improvements, sewer system improvements, and water system improvements in order to provide access to 14 aviation-related corporate hangar lots, 10 acres of industrial property, and provide emergency access to the airport's crosswind runway. The project area has wetlands issues to address.	\$850,000		
Yuba Co. YA5 Short-term	3 3.3	Site Improvements to Industrial Park Sites No. 3 and 4 This public works project would improve the streets, drainage, and sewer facilities. Eleventh Avenue would be extended from Arboga Road into the airport and Aviation Way would connect Arboga Road to Eleventh Avenue and Sky Harbor Drive, providing access to 30 acres of industrial property.	\$750,000	Federal and local funds	2020
Yuba Co. YA6 Short-term	3 3.3	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. 2020 UPDATE: A & E will be completed by end of May. COVID-19 pandemic has created delays in the project but it is anticipated that requests for construction bids will go out by late May. Construction is estimated to begin in late summer 2020 and completion prior to winter rains in the same year.	1,813,067	Federal, private local	2021
Yuba Co. RD1 Long-term	4 4.1	West Linda Detention Basin and Pumping Station This public works project will modify the existing low-lying area into a detention basin and create a pumping station to handle drainage within the West Linda area and create a multi-use recreational field/park that benefits existing low-income residents and businesses.	\$4,500,000		
Yuba Co. RD2 Long-term	3 3.1	RD784 Facility Relocation and Command Center This public works project would relocate Reclamation District 784 offices and headquarters above the level of potential levee breach to Anderson Road and the new setback levee. The new site would create a command center and radio tower to serve a drainage and emergency services communication network for police, fire and emergency medical services in the south Yuba and Sutter counties area.	\$3,000,000		
Yuba Co. RD3 Long-term	3 3.1	Plumas Lake Pond Improvements This public works project would obtain right of ways and channel improvements to convey 100-year storm runoff flows for central Plumas Lake adjacent to the Plumas Lake Golf Course.	\$2,750,000		
Yuba Co. RD4 Long-term	3 3.1	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. 2020 RD784 Update: During the summer of 2019, this pump station was outfitted with new electronic components at a cost of approximately \$36,000.00 to make it "SCADA Ready" for when additional funding becomes available. We have applied for grant funding through the IRWMP to finish the SCADA connection. Pending outcome.	\$1,800,000		

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Yuba Co. RD5 Long-term	3 3.1	Pump Station No. 10 Upgrades This public works project would upgrade Pump Station No. 10; provide backup power and redundant pump for the facility serving the central Plumas Lake Specific Plan area.	\$1,500,000		
Yuba Co. RD6 Long-term	3 3.1	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. 2020 RD784 Update: We have applied for grant funding through the IRWMP to install all SCADA components. Pending outcome.	\$1,200,000		
Yuba Co. RD7 Long-term	3 3.1	Upper Lateral 13 Improvements This public works project would provide drainage improvements for the northern portion of the Plumas Lake Specific Plan area between Ella Road and Plumas Lake Golf Course and consists of channel improvements and culvert crossing replacements and improvements.	\$1,050,000		
Yuba Co. RD8 Mid-term	3 3.1	East Linda Drainage This public works project would construct a detention pond at Edgewater and replace the Avondale pump station at Rupert. The project improves drainage west of Hammonton-Smartsville Road through west Linda by mitigating upstream peak flows. The system would also address flooding issues along the Lindhurst Avenue commercial corridor.	\$4,500,000		
Yuba Co. RD9 Mid-term	3 3.1	Lateral 15 Improvements This public works project would improve the main Reclamation District 784 lateral that provides drainage for the North Arboga Study Area and Plumas Lake area and will widen and deepen existing channels to meet future drainage capacity.	\$2,800,000		
Yuba Co. RD10 Mid-term	3 3.1	Upper Lateral 15 Bingham Canal Improvements This public works project would replace culvert crossings under county roads that are substandard to improve drainage in the West Linda area and would eliminate need for the Health and Human Services building detention basin.	\$1,700,000		
Yuba Co. RD11 Short-term	3 3.1	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. 2020 RD784 Update: The construction of Pump Station 10 was completed in 2014 with the exception of the discharge pipes that will eventually be installed down Murphy Rd. 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. 2020 RD784 Update – The pipe from the RDF down Murphy Road has not been installed yet. The two additional basins located on the south side of Ella Avenue were completed in 2018. However, only one has been accepted by RD784 at this time. 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,	\$6,000,000 2,500,000	Local funds	2025

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>			
Yuba Co. OPUD1 Mid-term	3 3.1	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	3 3.1	Purple-Pipe Transmission Line in the Rancho Road area OPUD has a fully compliant waste-water treatment facility; discharge water could be used as reclaimed water for irrigation. The reclaimed water could be used for irrigation in the Rancho Road business area or the Magnolia Ranch development area. OPUD would seek grant funding to fund a purple-pipe transmission line to either or both of these two areas. OPUD could provide reclaimed water at a lower price than potable water and would save capacity for potable by not using potable for irrigation. All users of the reclaimed water would realize a savings: parks, landscape strips and schools and, if extended, residences.	\$2,000,000		
Yuba Co. OPUD3 Mid-term	3 3.1	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	3 3.1	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	3 3.1	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.	\$50,000,000	Federal, State and local funds	2020
Yuba Co. LCWD1 Mid-term	3 3.1	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		

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Yuba Co. PVT1 Mid Term	3 3.1	<p>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.</p> <p>2020 UPDATE: In the summer of 2019, CCP obtained a Use Permit/CEQA for Yuba County. Soon after, CCP secured a developer agreement, land lease and began the selection process for a Engineering, Procurement and Construction (EPC) Contractor. Once EPC Contractor is selected and under contract, CCP is expected to soon complete the facility's conceptual engineering and design, facility's conceptual engineering and design, and construction budget and timeline. CCP went under contract on its California Energy Commission Electric Program Investment Charge (EPIC) grant program in February 2020 as the Prime, grant Administrator. This \$4.9M grant will fund the development of the technology portion of the bioenergy facility's equipment and construction. CCP is looking to complete feedstock contracting, ownership model, financing and the interconnection study in the Fall/Winter 2020. CCP has held two community meetings since the last update, publishes articles in the Camptonville Courier, and posts information through online communications tools for partners, surrounding communities, and the general public on the status of the project.</p> <p>Additionally we continue work on 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.</p>	326,455 394,837 47,817 276,500 4,900,870 470,000	Sierra Nevada Conservancy USDA National Forest foundation YWA California Energy Commission EPIC CA Dept. of Conservation	Unknown
Live Oak					
Live Oak LO1 Long-term	3 3.2	<p>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.</p>	Unknown	Unknown	Unknown
Live Oak LO2 Long-term	3 3.1	<p>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.</p> <p>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.</p>	Unknown	CDBG, EDA	Unknown

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Live Oak LO3 Long-term	4 4.2	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	4 4.1	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	4 4.1	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	4 4.1	Historic Downtown Infrastructure Improvement Live Oak's historic downtown core is defined as the area bordered by State Route 99 on the east, N Street on the west, Elm Street on the south and Pennington Road on the north. The area poses significant challenges related to infrastructure improvements necessary to support a mixed-use retail environment. A complete assessment was completed and adopted by the City in 2013. Improvements include street, curb, gutter, sidewalk, drainage, park and City water and sewer utilities improvements. This project also incorporates Phase 2 improvements of the Live Oak Community Trail Project.	\$5,200,800	SACOG, CDBG	Unknown
Live Oak LO7 Mid-term	4 4.1	Complete Live Oak Community Trail Project This one-mile rail conversion project establishes a dedicated bicycle and pedestrian trail through the center of Live Oak on former railroad right-of-way. The project has four phases, with the first phase completed in 2010 and the third phase completed in 2015. 2020 UPDATE: Phase 4 will be completed during 2020/2021. The city continues to seek funding for phase 2.	\$2,200,000	ATP, SACOG, LWC, local funds	2020/ 2025
Live Oak LO8 Short-term	1 1.1	Live Oak Base-Level Jobs Initiative Develop a strategy to identify and support location and/or expansion in Live Oak of companies that sell products and/or services outside of the trade area and bring new dollars into the local economy.	\$35,000	CDBG	Unknown
Live Oak LO9 Short-term	1 1.1	Diamond Walnut Facility Reuse Plan Diamond Walnut's Live Oak plant, built in the 1920s is no longer in operation, leaving a vacant 80-year-old building and adjacent property in the area that is emerging in the new General Plan as an expanded downtown core. Creating a viable reuse plan for this property is critical for Live Oak's success in expanding the downtown core.	\$75,000	CDBG	Unknown
Live Oak LO10 Short-term	3 3.2	Pennington Road Rehabilitation Pennington Road is the main east/west arterial for the City of Live Oak, intersected by State Route 99. Sacramento Area Council of Governments (SACOG) has committed \$915,000 for partial reconstruction of the road from Broadway to Connecticut Avenue during 2012 and 2013. Reconstruction to the east of State Route 99 is also necessary.	\$1,094,776	SACOG, CDBG	2020

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		2020 UPDATE: Construction is expected to be completed in 2021. The water main was completed in early 2020 allowing the reconstruction to proceed. Reconstruction to the east of Larkin Road was completed in 2018.			
Live Oak LO11 Short-term	3 3.2	Water Service and Supply Improvements for Live Oak East of State Route 99 Current water service is limited by undersized main lines crossing the highway and the closure of Live Oak Well #5 due to nitrate contamination. A combination of improved water mains and a new or reconditioned well with arsenic treatment and storage is necessary to allow for both growth and public safety needs. 2020 UPDATE: In early 2020 the city completed construction of a 12-inch water main in Pennington Road from O Street east to L Street with associated road improvements to be completed in early 2021. 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 2020 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 2021/2022. CDBG award was \$4,500,000.	\$6,500,000	CDBG, Prop 84, local funds	2022
Live Oak LO12 Short-term	3 3.1	Soccer Park/Drainage Basin Improvements 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 funded with a Proposition 84 (Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006) grant. 2020 UPDATES: 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.	\$5,200,000	Prop 84 Grant 1,800,000 2,000,000 in kind funding – Sutter Butte Flood Control Agency, 700,000 – City of Live Oak	2020
Live Oak LO13 Short-term	3 3.1	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. 2020 UPDATE: Live Oak completed a feasibility analysis and is expecting a \$1.68 million grant and loan award from the California Water Resources Control Board in 2020 for 2021 construction.	\$2,200,000	WRCB	2021
Live Oak LO14 Short-term	4 4.1	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. 2020 UPDATE: The City of Live Oak continues to seek funding for improvements outlined in the plan. Total improvements are approximately \$21 million.	21,000,000	Various	As Funded
Live Oak LO15 Short-term	3 3.3	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

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Live Oak LO16 Long-term	3 3.2	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.			
Live Oak LO17 Long-term	3 3.2	Live Oak Highway 99 Streetscape Project In coordination with Caltrans and a Federal TIGER Grant the City is completely rebuilding Highway 99 through the City of Live Oak. Starting at Ash Street and continuing to Ramsdell Drive, the highway will be transformed into a beautiful and functional streetscape including the undergrounding of overhead utilities, expansion of travel lanes from 3 to 5, the addition of curb/gutter/sidewalk, as well as landscaping, lighting, and parallel parking. 2020 Update: Utility undergrounding finished by Summer 2020. Water, Sewer, and Storm Drain improvements to begin Summer 2020 with full construction scheduled for completion by 2022.	\$31,000,000	FHWA TIGER, and Caltrans	2023
Marysville					
Marysville M1 Mid-term	4 4.1	Construct Pedestrian/Bicycle Tunnel at 14th Street and State Route 70 The presence of a rail line in the immediate proximity of a school creates hazardous conditions for mobility of pedestrians and bicyclists, both key to the economic revitalization of the community. Until the Union Pacific track bed can be relocated, providing a permanent solution (project M5), this public works project will remove a major impediment.	\$1,000,000		2025
Marysville M2 Mid-term	3 3.2	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.	\$950,000		2025
Marysville M3 Mid-term	4 4.1	Ellis Lake Restoration A public works project to restore the 37-acre Ellis Lake area (between 9th and 16 th streets and from B to D streets). This park and open space is a regional landmark attracting visitors throughout the Yuba-Sutter area and the north state region. The lake was developed in the 1930s by the Work Progress Administration (later renamed Work Projects Administration). The intended scope of work would include a, master plan for facility improvements around the lake, including parking, lighting, landscaping, and irrigation, together with water quality improvements for the lake itself. 2020 UPDATE: Marysville is currently installing an aeration project to lower phosphorous and nitrogen levels in Ellis Lake and to raise oxygen levels.	\$1,000,000 \$250,000	City-Local Yuba Water Agency - County	2020
Marysville M4 Mid-term	3 3.2	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. 2020 UPDATE: Construction plans are 90% complete, will be requesting construction funding mid-2020.	3,000,000	State Active Transport ation SACOG City	2020- 2021

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Marysville M5 Short-term	3 3.2	Systemic Safety Analysis Report Program (SSARP) Federal regulations require each State has a Strategic Highway Safety Plan (SHSP). An SHSP is a statewide data-driven traffic safety plan that coordinates the efforts of a wide range of organizations to reduce traffic accident fatalities and serious injuries on all public roads. In coordination with federal, state, local and private sector safety stakeholders, the SHSP establishes goals, objectives, and emphasis (or challenge) areas. The SHSP address the 4Es of traffic safety: Engineering, Enforcement, Education, and Emergency Services.	\$72,000	State Active Transportation	2020-21
Marysville M6 Short-term	3 3.2	Road Rehabilitation and Sidewalk Accessibility Project. (CDBG) The Project proposes the rehabilitation of just over 15,000 lineal feet (approx. 3 miles) of residential streets and sidewalks in the East Marysville neighborhood off of State Route 20. The project will reconstruct failing road structural sections, install accessible ramps on street corners, and improve sidewalks where necessary for accessibility and install a bike lanes.	\$3,000,000	CDBG	2020-21
Marysville M7 Short-term	3 3.2	City's Park Irrigation Well initiative. DWR has made grant funds available to commence the City's Park Irrigation Well initiative that would improve water system reliability and cost savings to the City by converting City parks to a well and tank storage system, thereby eliminating the need for commercial water service. 2020 UPDATE: Project is currently out to Bid	\$400,000	DWR	2020-21
Marysville M8 Short-term	3 3.1	17th Street Stormwater Outfall The City of Marysville proposes to repair the storm water drain outfall and headwall and rock armor 25 linear feet of eroded bank located along the west bank of the Yuba River approximately ¼ mile east of the City of Marysville, Yuba County, California . The project will require excavating approximately ten cubic yards of debris from the outfall channel, excavating and repairing the 48" concrete pipeline, replacing the damaged sheet pile headwall, replacing the damaged concrete splash pad, and replacing the protective rock armoring at the base of the outfall. Repairs are planned to take place during the summer months (August/September) when river levels are lowest within the main channel of the Yuba River. 2020 UPDATE: Currently receiving Project Permits	\$600,000	City/FEMA	2019- 2021
Marysville M9 Mid-term	3 3.1	Decommission Wastewater Treatment Plant and Appurtenances This is a public works project to fully decommission the existing municipal wastewater treatment plant and ponds beginning in 2015 per the city's 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. 2020 UPDATE: The Wastewater Pumping Station has been completed, seeking funding to finish the abandonment of the wastewater ponds. SRF	\$23,000,000		2015- 2022
Marysville M10 Short-term	4 4.1	Regional Bicycle and Pedestrian "Bike Hub" The City is preparing a Bike and Pedestrian Master Plan within the city limits to connect to the broader regional bike and pedestrian trail that extends throughout Yuba County and across the Feather River into Yuba City. The purpose for the Bike Hub is to serve as a convenient portal and gateway to the regional trail system, offering a central facility for competitive bike rallies and individuals to access the regional system, and provide bicycle and pedestrian-related retail services available under one roof, including bike rental and repair shops, outdoor gear and apparel, juice bar, community meeting center and visitor center. 2020 UPDATE: Feasibility plan is still in process	\$2,500,000	CDBG	2022

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Marysville M11 Short-term		<p>Marysville Bicycle and Pedestrian Improvement Project This project includes all Tier 1 improvements identified in the 2016 Marysville Bicycle and Pedestrian Master Plan. Pedestrian improvements include closing a sidewalk gap near downtown and high visibility crosswalks with RRFBs and speed feedback signs to improve safety near two schools. A raised intersection improves safety and access to Ellis Lake Park. These improvements support the economy by improving access to downtown and promote walking to schools and parks by improving challenging crossings. Together these improvements create a foundation for active transportation in Marysville, promoting a healthy lifestyle and supporting the local economy with improved downtown access.</p> <p>2020 UPDATE: PS&E contract engineering and design started</p>	\$550,000	ATP/City	2019-2021
Marysville M12 Long-term	4 4.1	<p>East Lake Restoration II 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	City YWA Grant	2030
Marysville M13 Short-term	4 4.1	<p>Ellis Lake Fountain Repair and Upgrades. The public works department started repairs and upgrades in December of 2019 that started with the removal of debris from in and around the fountain followed by the testing of electrical and pumping equipment for the fountain. It was found that the electrical system has been upgraded in years past and is fully operational, the motor and pump have failed and have since been removed and will be rebuilt and upgraded. Several leaks were also repaired on the fountain and the display lighting will also be replaced with new energy efficient colored LED bulbs replacing the old 300-watt bulbs drastically reducing energy costs to operate the fountain.</p> <p>2020 UPDATE: Fountain and new LED lighting are currently operational pending new SCADA Control upgrades.</p>	\$40,000	City YWA Grant	2019-20
Marysville M14 Mid-term	3 3.2	<p>Incorporate Streetscape Improvements on State Route 70 from 1st Street to 6th Street A highway streetscape project conducted in conjunction with Caltrans resurfacing of the first six blocks of State Route 70 from the southern city limits. The principal objectives are to improve the visual appearance of the entry into Marysville, and to improve connectivity and walkability between the medical arts and the historic downtown districts.</p>	\$2,000,000	Caltrans	2025
Marysville M15 Mid-term	4 4.1	<p>Rehabilitate the River District for recreation and eco-tourism A public works project to rehabilitate the waterfront setback areas along the Feather and Yuba rivers from the levees to the streambeds of both rivers. The area includes Riverfront Park and boat launch ramp, restrooms, soccer fields, vehicle parking, bicycle and pedestrian/jogging pathways, decommissioned sewer ponds.</p>	\$1,000,000		2025
Marysville M16 Short-term	3 3.2	<p>Accelerate Street Resurfacing and Improvements in the Five Major Economic Development Districts to Support Business Investment A public works project to restore and repair neglected city streets in the five principal economic development districts, involving approximately 80 blocks of Marysville city streets.</p> <p>2020 UPDATE: No further progress at this time.</p>	\$5,600,000 \$50,000	SB1 SACOG Caltrans	2020-2025

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Marysville M17 Short-term	3 3.2	<p>Road Maintenance and Rehabilitation (RMRA) proposed project list for Fiscal Year 2020-2021</p> <p>The City is currently on tract to receive a total of \$232,628 tax proceeds this calendar year 2019-20, 2020-21. \$198,402 was projected by the League of California Cities. Utilizing the funding received from the prior calendar years it is anticipated that a total of \$470,484 will be used to fund capital street projects for the new fiscal year.</p> <ul style="list-style-type: none"> • 1 St. – B to E St. • H St. - 3rd to 14th St. 	\$562,000	SB1	2020-21
Marysville M19 Short-term	3 3.1	<p>Refurbish and Update City Hall</p> <p>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.</p> <p>2020 UPDATE: Installation of solar photovoltaic system at city was completed at city hall in October 2018. Funding is currently being sought to complete project.</p>	\$350,000		2022
Marysville M20 Long-term	4 4.1	<p>Marysville Parks and Open Space Improvements Master Plan</p> <p>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.</p> <p>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.</p>			
Wheatland					
Wheatland W1 Mid-term	3 3.1	<p>Wastewater Treatment Plant</p> <p>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.</p> <p>2020 UPDATE: The City is looking for alternative opportunities including a regional wastewater plant. The City has started an in-depth evaluation of regional connection possibilities in Yuba County.</p>	\$50,000,000	Development impact fees, unknown	Unknown
Wheatland W2 Mid-term	3 3.1	<p>Levee Improvement Projects</p> <p>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</p> <p>2020 UPDATE: Flood Risk Reduction Feasibility Study is complete Implementation projects are being developed.</p>	\$1,000,000	DWR	Unknown

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Wheatland W3 Mid-term	3 3.1	Solar Energy Projects The City of Wheatland plans to construct multiple solar energy shade structures at various city-owned facilities. Structure locations include City Hall, Police Department, and 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	4 4.2	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 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. 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.	\$400,000	Unknown	Unknown
Wheatland W5 Short-term	4 4.1	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. 2020 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.	\$50,000	Unknown	Unknown
Wheatland W6 Mid-Term	3 3.1	Wheatland Comprehensive General Plan Update 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	\$500,000		
Wheatland W7 Mid-Term	3 3.1	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	\$100,000		

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		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.			
Wheatland W8 Short-Term	4 4.1	<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, 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.</p> <p>2020 UPDATE: The City plans to use California Proposition 68 Per-Capita Funding from the State Department of Parks and Recreation to complete the master plan.</p>	\$100,000		
Wheatland W9 Mid-Term	3 3.2	<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>	\$7M	SHOPP, CMAQ, SACOG, FLAP, Impact Fees	2022
Wheatland W10 Short-Term	3 3.2	<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	3 3.2	<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 7 miles of roadway between Main Street and Beale Air Force Base. This two-lane roadway provides access to City, County and Air Force Base residents as well as general traffic and school buses that access Beale Air Force Base.</p>	\$7M	Gas Tax, SB1, SACOG, FLAP	2022

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		<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 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 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.</p> <p>2020 UPDATE: FLAP applications will be due by January 2021</p>			
Wheatland W12 Short-Term	3 3.1	<p>Wheatland Comprehensive Water Project</p> <p>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.</p> <p>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</p>	\$1.4M	DWR YCA	2021
Wheatland W13 Short-Term	3 3.1	<p>North Storm Water Detention Basin Rehab</p> <p>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.</p>	\$600,000	Unknown	2022
Wheatland W14 Mid-Term	3 3.1	<p>Wheatland Wastewater Treatment Plant Hazard Mitigation</p> <p>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.</p> <p>Benefits include improved wastewater management and manage water quality impacts from spills and discharges while addressing the rising costs of operation and regulatory compliance.</p>	\$4.6M	Unknown	Unknown
Wheatland W15 Long-Term	4 4.1	<p>Improve Walkability to Elementary, Middle and High Schools</p> <p>The project involves providing walking and biking opportunities for students across Wheatland's four railroad grade crossings. Currently, three of the four</p>	\$1,400,00	State, Unknown	Unknown

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
		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.			
Wheatland W16 Short-Term	4 4.1	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 2020 UPDATE: Project is underway and should be completed by end of year, 2020.	\$100,000	SACOG	2021
Wheatland W17 Mid-Term	3 3.1	Wheatland Complete Streets Project - (First Street/Wheatland Road The project is on Wheatland Road beginning at First Street and Highway 65 and continues east past Wheatland High School and Bear River Middle School to the westerly city limit. The project will provide complete bike and pedestrian facilities along the corridor by improving and extending existing sidewalk and bike lanes. The project involves utility relocations, road widening, pavement rehabilitation, buffered bike lanes, and safety lighting. This segment of Wheatland Road serves several varied uses: a regional connector between Highway 65 and Highway 70, a bi-directional school routes linking three schools and neighborhoods, and a farm to market route serving over 6-square miles of agricultural lands.	\$2,500,000	SACOG Gas Tax/SB1 ATP RUCS	2024
Wheatland W18 Long-Term	4 4.1	Wheatland Community Pool The City of Wheatland received a generous \$1 million donation for future operations, maintenance and recreational programming at a future Wheatland Community Pool. The City has seven years to complete the project beginning July 2019. The City is seeking funding to design and construct the facility. It is anticipated that California Proposition 68 Per Capita funds will provide seed funding to start the planning process.	\$5,000,000	Unknown	2026
Yuba City					
Yuba City CYC1 Long-Term	3 3.1	Infrastructure Improvements Extend various City infrastructure including sewer, water, storm drainage, and road infrastructure to support economic and workforce development. Areas of planned improvements include: Airport Park (east of Garden Hwy, north of Lincoln Rd) Bogue Stewart Master Plan Lincoln East Specific Plan Harter Specific Plan El Margarita Master Plan	\$20,000,000 \$35,000,000 \$35,000,000 \$10,000,000 \$25,000,000	Undetermined, Local, Private, Grant	
Yuba City CYC2 Short-Term	3 3.1	General Plan Update Update the City's 2004 General Plan to reflect changes within the City and include mechanisms to help streamline growth within the City's Sphere of Influence. The update will focus on Land Use, Housing, Zoning, and Transportation Elements.	\$500,000	SB 2, LEAP, REAP	2020
Yuba City CYC3 Short-Term	3 3.3	Low Income Housing Assistance To help provide housing for the City's workforce, Yuba City continues to utilize and apply for Federal/State funding to issue funding programs to low- and moderate-income individuals. Funds are used for housing, housing rehabilitation, and first-time home buyers.	\$600,000	CDBG, HOME	Ongoing

Jurisdiction Project No. Priority	Goal Tactic	Project Description	Total Cost	Funding Sources	Project Date
Yuba City CYC4 Long-Term	3 3.1	Bridge Street Corridor Improvements The Bridge Street corridor improvement project is a multi-phased project to extend four travel lanes from SR-99 to Marysville/SR-70. The project includes the construction of the 5 th Street Bridge, and phased reconstruction of Bridge St. The project will enhance a key gateway through the City to facilitate necessary traffic demands while coordinating with adjacent property owners to help facilitate Economic and Workforce Development in the area. Remaining unfunded need: Bridge Street Widening SR-99 to Cooper Ave.	\$15,000,000	Undetermined, Local, Grant	
Yuba City CYC5 Mid-Term	4 4.1	Sutter Bike Path Widening The project includes widening the existing bike path within the City right-of-way from Hooper Avenue to Township Road. The existing path will widen from 8 feet to 12 feet, allowing for better shared use between pedestrians and bicyclists.	\$375,000		2020
Yuba City CYC6 Mid-Term	4 4.1	Northern Levee Bike Path Connection The project would include extending AC pavement northward on western Feather River levee from Northgate Drive to levee offramp 600 ft south of Pease Road. The City plans to install HAWK Beacon Signal Crosswalk 600 ft south of Pease Road, widen roadway to install Class IV shared path on the west side of Live Oak Blvd, northerly to Pease Road, and install two additional signals along Live Oak Blvd and Sutter Street at pedestrian and bicyclist used crossings.	\$1,200,000		2020
Yuba City CYC7 Mid-Term	4 4.1	Yuba City Pedestrian Trail – Railroad Right of Way Conversion The project includes the conversion of existing railroad right of way, across the City, to facilitate a bike and pedestrian trail that ultimately links the Sutter Bike Path from the west to the east into the City's bike network and across the City's 5 th Street Bridge. Ultimately connecting into the trail network in Marysville/Yuba County. This is a multi-phased project that will promote quality of life and ultimately economic development for the City.	\$15,000,000	Undetermined, Grants	