



**CITY OF CORNING
CITY COUNCIL SPECIAL JOINT MEETING
OF THE
CORNING, RED BLUFF AND TEHAMA CITY COUNCILS
and the
TEHAMA COUNTY BOARD OF SUPERVISORS**

**on
MONDAY, APRIL 19, 2010 AT 6:15 P.M
LOCATION: Tehama County Administration Building Board Room
727 Oak Street
Red Bluff, CA**

A social meet and greet with special guests, public officials and citizens will be held before the meeting, beginning at **6:00 p.m.** The meet and greet is not part of the formal meeting, and no public business will be conducted at that time.

**CALL TO ORDER/PLEDGE OF ALLEGIANCE: 6:15 p.m.
Mayor Robert Mitchell, City of Tehama**

- 1. CITIZENS COMMENTS:** This time is set aside for citizens to address the Joint Meeting Agencies on any item of interest to the public that is within the subject matter jurisdiction of the agencies. The Chair reserves the right to limit each speaker to three (3) minutes. Please understand that by law, the meeting agencies cannot make decisions on matters not on the agenda and matters of concern will be referred to the proper agency staff.
- 2. WELCOME AND INTRODUCTIONS:**
- 3. COMMUNITY & ECONOMIC DEVELOPMENT: Audrey Taylor, President of Chabin Concepts.**
 - a. Presentation of the Tehama County Action Roadmap for Economic Growth.**
- 4. PUBLIC INPUT, QUESTIONS AND COMMENTS**
- 5. DISCUSSION OF SCHEDULE & SUBJECTS FOR NEXT JOINT MEETING:**
- 6. ADJOURNMENT!**

POSTED THURSDAY, APRIL 15, 2010

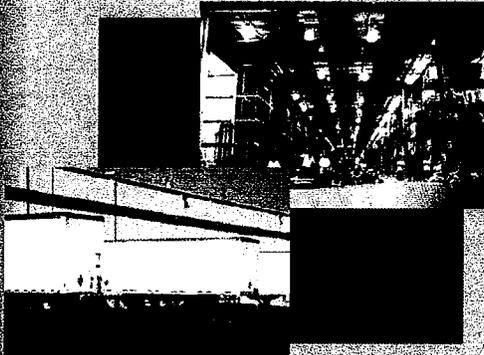
THE CITY OF CORNING IS AN EQUAL OPPORTUNITY EMPLOYER

Tehama County

Action Roadmap
for
Economic Growth

EXECUTIVE SUMMARY

Prepared for the Tehama
County Planning Department



Funded by:
State of California Department of Housing and Community Development
Economic Development and Planning/Technical Assistance Program Grant

November 2009

Introduction

Project Purpose

The Business Attraction & Retention Program Analysis project is funded by a State of California, Community Development Block Grant – Technical Assistance Program. The County of Tehama has experienced a higher percentage of economic distress than many other counties in the north state, which has resulted in higher unemployment, decreased income and decreased government revenues. The ability to attract and retain commercial and industrial business through new development, reconstruction, and rehabilitation is seen by the county as a vital component to the overall economic health of the community.

The project goal was to provide an analysis of the economic development efforts undertaken on the county's behalf and to develop a roadmap which would provide the community a better focus for its regional economic development efforts.

Project Goals	
I.	Complete a program assessment of the business attraction and retention efforts, including a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.
II.	Work with ED stakeholders to identify and update goals, issues and objectives for business retention and attraction.
III.	Create an implementation strategy for business attraction and retention.
IV.	Identify potential funding sources to fund implementation strategies.

The lead agency for economic development for the county was the Tehama Economic Development Corporation (Tehama EDC). During the initial start of this project, Tehama EDC announced it would need to cease its operations due to lack of funding resources. Tehama EDC closed its doors and released full-time staff and with its limited resources contracted with the Job Training Center (workforce development) to maintain critical services, such as, phone, website, response to inquiries and business requests. The project completion was coordinated with the Job Training Center.

Project Approach

For this assessment and strategic planning a three step process was used:

Phase I – “Where are we today?” is also known as the Discovery Phase. This phase involves stakeholder interviews, analysis of the economic base, retail analysis, economic development assessment of basic services and service provider interviews.

Phase II – “Where do we want to go?” is based on stakeholder interviews, goals and objectives for economic development activities and the community assets and opportunities that will create economic growth and activity.

Phase III – “How do we get there?” is recommended activities based on the best opportunities to achieve the goals and objectives.

The following outlines the existing documents reviewed for the project assessment and stakeholders interviewed.

Extensive Outreach & Stakeholder Participation

In addition to a review of existing plans and policies, many local stakeholders were engaged in this project through personal and telephone interviews, and a group worksession. A standardized list of questions was asked of each participant **pertaining to the county’s greatest economic assets and opportunities**. A smaller number of people participated by completing an on-line web based survey.

Telephone interviews were also conducted with economic development and business service organizations and agencies that provide services to Tehama County businesses and residents. These organizations are important economic development resource partners, particularly with the closure of the Tehama Economic Development Corporation.

Phase I – “Where are we now?” Assessment Findings

Assessment findings were based on Tehama County’s current situation through an analysis of the economy, retail market, retail sales leakage, economic development programs, Tehama County’s competitiveness for jobs and a strengths, weaknesses, opportunities & threats (SWOT) analysis based on stakeholder input.

From the SWOT process, the strengths and opportunities are put through a test referred to as the **Asset Matrix Test**. The Asset Matrix Test is a simple assessment tool that screens for value. Assets must be 1) valuable, 2) rare, and 3) hard to imitate.

The assets that are identified as *valuable, rare and hard to imitate* provide the highest competitive advantage to a community for creating market opportunity. Strategies should first be built around these assets and then around other strengths and opportunities which might need more work to become a competitive advantage.

ASSET MATRIX TEST - Tehama County's Top Assets		
Asset Value	Tehama County's Assets	Is it a Competitive Advantage?
Valuable	<ul style="list-style-type: none"> ▪ Industrial land supply ▪ Airport ▪ Rural lifestyle ▪ Affordable housing ▪ Cost of living ▪ Trainable workforce 	Strength – but not a competitive advantage
Valuable & Rare	<ul style="list-style-type: none"> ▪ Economic Base (existing and emerging industries) ▪ Historic buildings and environments 	Strength and a competitive advantage
Valuable, Rare and Hard to Imitate	<ul style="list-style-type: none"> ▪ Location and Interstate 5 ▪ Lassen Volcanic National Park ▪ Natural and recreation resources (Sacramento River, open space, etc.) ▪ Agriculture and agri-tourism ▪ Water quality and quantity 	Competitive advantage with leadership, planning and implementation

In addition to the physical asset, Tehama County has very passionate and committed individuals who want to see the area grow and prosper. They see the opportunity to position their location as a business and visitor destination built on the County's unique assets.

Issues identified that need to be addressed:

- Lack of a "place-based" brand
- Fragmented groups and agendas for marketing attributes
- Not ready to "go to market" with business attraction (lack of ready-to-go sites, data, no focus on priority areas for new development)
- Lack of consensus on direction for economic development and desired results
- Limited public and private funding for strategic initiatives
- Perceived lack of leadership

Despite the fact the Tehama EDC has closed its doors, there are still on-going and new economic development activities. The County and Tehama EDC Board should provide some very clear goals for an economic development work plan including:

1. Providing clear direction and focus
2. Restructuring deployment of economic development programs and services
3. Promoting unique "destination" assets
4. Leveraging new programs to initiate strategies around green industry

Phase II – “Where do we want to be?”

Phase II defined where Tehama County wants to be in the future - vision and strategic goals that the communities and stakeholders felt were most important to create a healthy and prosperous economy.

DRAFT VISION

Tehama County's economic prosperity is attributed to the clear vision, strong partnerships, political will, and cooperation embraced by local leadership.

Tehama County boasts unparalleled recreational opportunities – Tehama Trails is an adventure to enjoy the growing viticulturists and olive oil producers, niche organic products as well as scenic venues along the Sacramento River and Lassen Volcanic National Park or the opportunity to “Cowboy Up” at the Red Bluff Roundup.

Tehama County is vibrant and prosperous with a strong, diverse economic base along I-5, and an innovative and creative environment where new ventures and entrepreneurs thrive. Businesses, workers and residents benefit from the region's efficient transportation options, and affordable housing that is close to work, sustainable natural resources, recreational outings, good schools and colleges, and a highly educated workforce.

Tehama County is proud of its commitment to sustainable growth as evidenced by its green buildings, energy generation and conservation efforts and the reduction of the region's carbon footprint.

Tehama County is a place where people of all ages, incomes, and ethnicities want to live and can enjoy a high quality of life.

Recommended Economic Development Goals

1. Create a Tehama County brand that differentiates Tehama County from other Northern California locations, particularly for the Visitor Market, sets it apart as a place to visit yet remains true to Tehama's history and heritage.
2. Create an integrated and unified Visitor Attraction effort which involves all venues. Take advantage of Tehama's unique location and recreation opportunities to package the county as a destination. Build on enhancing the visitor experience and increasing retail sales tax by revitalizing the downtowns and attract new destination developments.
3. Create a strong countywide Economic Development arm supported by both the public and private sector that consists of:
 - Business Development Team focused on small business incubation, business retention and expansion and green business initiatives, and
 - Business Attraction Team focused on ensuring the county is “location ready” to compete for new business investment and creating a business case targeted to the specific industries that match Tehama County attributes.
4. Leverage resources with on-going special projects and partnerships that will create unique opportunities for private sector investment and job creation.

Phase III – “How will we get there?”

There is a much used phrase that reflects the importance of vision, goals and leadership “if you don’t know where you going, any road will take you there.” In Phase III are recommended strategic actions based on the findings and goals for creating economic prosperity in Tehama County.

Economic development activities that lead to job creation, capital investment, rising incomes and improved revenue streams are a result of two market drivers:

- 1) Export oriented businesses, and
- 2) Population serving businesses.

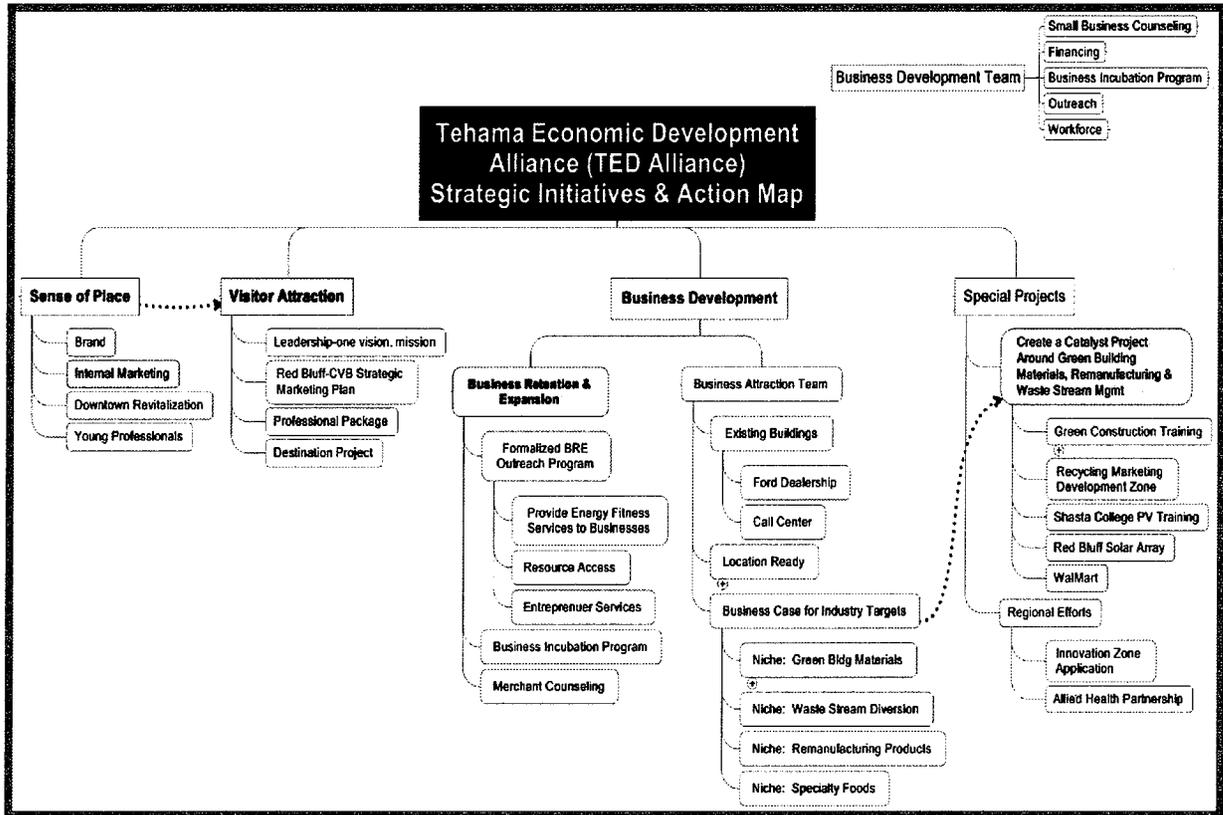
Tehama County has the unique opportunity to support both of these economic drivers.

Strategic Initiatives

The Tehama Economic Development Alliance Strategic Initiatives and Action Map outlines the recommended initiatives. Given the funding and staff capacity constraint, the four initiatives highlighted in orange should be priority initiatives that align with the recommended goals:

- Tehama County brand
- Integrated and unified Visitor Attraction effort
- Strong countywide economic development arm with Business Development and Business Attraction Teams
- Leverage current programs and resources to create unique opportunities

The full Tehama County Action Roadmap outlines actions and tasks to execute “change” *not just organizationally but attitudinally* – fragmented efforts must cease, and be replaced with a new sense of collaboration to achieve success.



Funding will continue to be a struggle. A survey of several EDCs was conducted to identify funding sources and services. Several counties in the North State do not have EDCs and since the funding interviews, Shasta EDC is now faced with furloughs. To move forward funding will need to be leveraged with existing programs, local government support and private sector commitment.

Of the five Action Recommendations, the first three action recommendations are organizational and structural in nature, creating the infrastructure and support for moving initiatives forward. Action recommendations 4 and 5 specifically address the goals outlined in Phase II – Where do we want to be?

The following pages outline Action Initiatives recommended to achieve changes and future economic growth.

Action 1: Rename and restructure the economic development organization to achieve a leadership structure that is supported by the community with a clear direction and focus for creating economic transformation. Tehama must control its future.

Implementation Steps:

1. Tehama EDC Board should take action:
 - a. Rename the Tehama EDC to the Tehama Economic Development Alliance (TED). Purpose – focus strategic initiatives through collaborations with TED providing the leadership to focus on working together, leveraging resources and having common vision and goals.
 - b. Adopt new **Charter** consistent with goals:

“TED will provide a unified voice focused on transformational actions to brand and create catalyst projects that align with Visitor Attraction and Business Development goals and establish a community endowment fund for projects that define Tehama County as a unique location in Northern California to visit and locate.”
 - c. Review, revise and adopt specific goals such as set forth in this plan:
 1. Create a Tehama County brand that differentiates Tehama County from other Northern California locations, particularly for the Visitor Market, sets it apart as a place to visit yet remains true to Tehama’s history and heritage.
 2. Create a unique location and recreation opportunities to package the County as a destination. Build on enhancing the visitor experience and increasing retail sales tax by revitalizing the downtowns and attracting new destination developments.
 3. Create a strong countywide Economic Development arm supported by both the public and private sector that consists of:
 - i. Business Development Team focused on small business incubation, business retention and expansion and green business initiatives, and
 - ii. Business Attraction Team focused on ensuring the Tehama County is “location ready” to compete for new business investment and creating a business case targeted to the specific industries that match Tehama attributes.
 4. Leverage resources with on-going special projects and partnerships that will create unique opportunities for private sector investment and job creation.integrated and unified Visitor Attraction effort, which involves all venues. Take advantage of Tehama’s
 - d. Review and revise recommended action plan and flesh out organizational collaborations, who should be involved to accomplish goals, invite to the table, and set expected outcomes, timelines and roles/responsibilities.

e. Outline a 30-60-90 day plan of action, including:

1. Review of goals and action plan with county, cities and other organizations for consensus on Vision and Charter.
2. Prioritize, given staffing and budget, specific projects that can be implemented and achieved, recommended top priorities are:
 - Internal marketing to build TED's credibility and spread message on strategic initiatives.
 - Brand and visitor attraction strategy that is focused and brings all fragmented efforts under one umbrella.
 - Business Retention & Expansion – leverage with Job Training Center's business services and outreach.
 - Identify "catalyst" project around "green" building materials, remanufacturing and waste stream management – leverage with proposed Recycling Market Development Zone.
3. Develop key messages to promote the new Charter and focus.
4. Hold a public forum to introduce and solicit buy-in for the Vision, Goals and Strategic Actions to focus on transformational change.

Lead Agency:

Board of Directors, Tehama EDC, facilitated by Job Training Center

Who needs to be Involved:

- Board Members
- County and City Representatives
- Key organizations identified to be collaborators
- Engage one-two young professional representatives in the process

Timeline:

Goal: Complete by end of first quarter 2010

Measure Success:

Adoption of new structure, consensus among all entities, hold public forum to solicit support.

Budget:

Staffing time and expenses for Forum, which could be self-funded.

Action 2: Staff core services, facilitate engagement of more partners in collaborative efforts and create business development teams to focus on specific initiatives.

Implementation Steps:

1. Organizational Staffing

- a. Continue collaboration and contract with Job Training Center (JTC) to provide economic development, facilitation and promotional services. Leverage with JTC's business services and outreach program. *Note: many EDCs interviewed were partnered or had merged with the local Workforce Development.*
- b. Involve and contract, if needed, key organizations, such as, TriCounty EDC (3Core), Golden Capital Network and proposed Recycling Market Development Zone, to provide specialized services not provided by JTC.
- c. Ensure activities being performed by partner organizations are part of the plan and linked back to the key initiatives, request reports to inform investors and community of services available and being provided to local businesses.
- d. Apply for an AmeriCorps staff person to work with JTC on specific projects for the action plan.
- e. Involve other organizations as initiatives are implemented.

2. Leverage Funding Sources to Accomplish Initiatives

- a. Begin discussions with USDA and ETP to identify potential funding opportunities over the next year to support implementation of one of the initiatives and assistance funding staff.
- b. Identify with public agencies, work elements currently performed by county/cities that could be part of the action plan to help support implementation.
- c. Investigate the HomeTown Competitiveness organization and their strategic approach to "a Come-Back/Give-Back Approach" to Rural Community Building, particularly their Charitable Asset Pillar, which is to strengthen and sustain charitable giving at the local level in order to build an endowment that will sustain local civic institutions and create a new source of opportunity capital for community economic development efforts. They have successfully worked in rural communities throughout the West and Midwest to build the local HomeTown competitiveness, which is built on four pillars – leadership, charitable assets, entrepreneurship and youth – many of the same values held by Tehama County and their residents. <http://www.htccommunity.org/about>
- d. Leverage regional grant/program efforts to local area bringing programs, resources and services to local businesses which will also result in jobs or dislocated worker employment, such as, recent Clean Energy Workforce Training Program and California Energy Commission grant applications for energy efficiency programs.
- e. Seek grant opportunities that support specific initiatives – not grant for grant sake – grants should support specific initiatives or leverage resources to support initiatives.

3. Create Development Teams

Note: Given the current lack of funding for economic development it will be difficult to launch any significant initiatives except Core Services that can be implemented by leveraging resources with other programs and projects. Caution is recommended to be strategic during the early revitalization of this initiative to focus on building noticeable projects that will build TED's credibility without having to do everything. TED should be very clear in its promotion that efforts are public-private focusing on providing leadership, implementation will require staff and budget.

Development Teams or Task Forces are methods to engage individuals to lead essential activities. Three teams are recommended:

1. Visitor Attraction – this team should be TED board of directors, county, cities and the Marketing Director of Rolling Hills Casino – purpose to provide the leadership to unify and bring together all groups doing visitor attraction marketing, facilitate a common vision, goals, outcomes and strategic collaborative approach to creating a **unique brand** and increase visitor attraction. This Team needs to be single-minded on unifying Visitor Attraction collaboration.
2. Business Development Team – Business Development is a priority core service which should be focused on small business incubation, business retention and expansion and green business initiatives. This team should include business and industry leaders (and partner organizations) who can help advise on strategic approaches, outreach and knowledge of how to link resources/opportunity to business (connect dots for new business opportunities for existing businesses). Use the Team and their business network to link businesses to TED, refer businesses to TED and lend their name to help promote TED's Charter and new day of economic opportunity.
3. Business Attraction Team – This team should be established to create a "Red Team" which would come together to respond to any new business inquiry. This team's short term focus needs to be on preparing Tehama to be "location-ready", not on business attraction. At this time, staff support would not be available. However, with the right public/private team they could be addressing the weaknesses identified in the Assessment to get Tehama County "location ready". Key for this team is a leader motivated to this effort, who knows the market, real estate, and planning and industry opportunities. The county and city planning directors should be a part of this team (and could lead this team).

4. Young Professionals Organization

The JTC held an initial meeting with a group of young professionals, which had an exceptional turn-out of interested young business people. This effort should be continued to welcome and engage a new generation of business leaders.

Lead Agency:

Tehama EDC (TED), supported by the Job Training Center (JTC)

Who needs to be Involved:

This activity is administrative as well as organizational structure with outreach to other partner agencies/organizations and private sector and should include many of those involved in Action 1.


Timeline:

Organizational staffing will be an on-going activity as well as seeking funding. Team leaders should be identified by end of first quarter, 2010. Team leaders should recruit staff (if funding is available a staff person should assist Team Leaders with administrative and organization support)

Measure Success:

- Report to Board on key partner network projects accomplishments – who is doing what and how is it meeting TED's initiatives
- Application and approval for AmeriCorps staff
- Report on funding opportunities and applications
- Team Leaders selected, a work scope prepared for Year 1.

Budget:

Job Training Center (JTC), as TED's contractor, should review activities and provide an estimate of time and cost to facilitate and implement these activities.

Action 3: Create an internal marketing campaign to build support and engage commitment for vision, goals and strategic initiatives.

Implementation Steps:

One of the biggest challenges to be faced is the funding initiative to create economic growth. In Tehama County funding must be private-sector as well as public – public funding and grants are not a sustainable platform for effective economic development. The community must have confidence that TED and key leadership can drive a performance-based strategy. Credibility must be established and the community must believe in the vision and purpose for economic development.

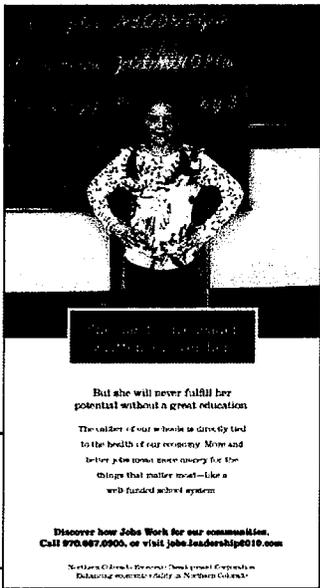
1. **Messages** – with the adoption of a new structure, name, vision and goals, create key messages that all board directors and members can speak from – why it has to be done, what it is, why it is important, what we will do, why you need to be involved and how will we measure (other messages might be included). Most important are answering questions of Why? This should be answered with goals and execution plan.

Prepare an Executive Summary and a PowerPoint presentation for any Director to give a presentation to groups or entities to generate excitement and enthusiasm in guiding Tehama's future while protecting and valuing its unique assets.

2. **Forum** – as noted in Action 1, hold a public forum to introduce the Tehama Economic Roadmap, supported by county, cities, and key organizations and businesses. Engage a major employer in the county and a new young professional business owner to help drive the message.
3. **HomeTown Competitiveness** – part of Action 2 is investigating this opportunity to engage HTC to assist Tehama County particularly with the Charitable Endowment for economic development. Have as key presenters to engage attendees in wanting to be involved at some level.
4. **Outreach** – must tell the story locally of why it is important for an economic development initiative and that it needs to be supported by everyone. The story could be told via:

- Editorial – columns
- Ads – radio/paper/television (see clever ad used in Colorado to raise funds for economic development)
- Newsletters
- Partner organizations newsletters
- Presentations to clubs and organizations

Sample ad used by an EDC fundraising campaign.





Lead Agency:

TED – Board of Directors and staff. This activity will take staff time. If successful in getting an AmeriCorps person they could have this responsibility, otherwise need to meet with Job Training Center to see if one of the staff could lead this particular initiative possibly as a co-sponsor.

Who needs to be Involved:

Board of Directors and key staff person for implementation. This would be a priority activity to build the Vision and reputation of TED. Walmart's foundation might also be interested in participating.

Timeline:

Conduct for a minimum of one year, launch late first quarter 2010.

Measure Success:

Support from public and private sector entities, provide funding into an endowment fund for economic development activities.

If a fund is started, the Board will need to establish guiding principles for the use of the funds that are aligned with the strategic initiatives, i.e., help with matching funds for a Visitor Attraction/Brand strategy.

Budget:

Some items can be done with just staff time. HomeTown Competitiveness (HTC) will have a cost, investigated in Action 2, however, the value in investing in HTC may be in establishing the Endowment Fund that would provide a better ROI in the long run, which might not otherwise be set up. A minimum of \$10,000 should be set aside for internal marketing (preferably \$25,000).

Action 4: Create a brand identity for Tehama that is universally used for Visitor Attraction which is supported by a unified Visitor Attraction strategy.

Addresses Goal 1: Create a Tehama County Brand that differentiates Tehama County from other Northern California locations, particularly for the Visitor Market, sets it apart as a place to visit yet remains true to Tehama's history and heritage.

Addresses Goal 2: Create an integrated and unified Visitor Attraction effort which involves all venues. Take advantage of Tehama's unique location and recreation opportunities to package the county as a destination. Build on enhancing the visitor experience and increasing retail sales tax by revitalizing the downtowns and attracting new destination developments.

Implementation Steps:

As noted in the assessment, Tehama County because of its diverse geography and many recreational and cultural attractions (olive oil, historic downtown, gateway to Lassen, et al) has not created a "brand name", instead of creating a distinction (which may only be one of the many assets) the message brand gets watered down as it attempts to send a variety of messages and themes instead of one strong one.

The Red Bluff Chamber of Commerce prepared a Strategic Marketing Plan¹ which was an update of a 1997 plan. The plan has some excellent concepts, ideas and actions and it is an excellent start to developing a more formal Visitor Attraction plan such as the Angeles Camp, Ca – Branding, Development & Marketing Action Plan².

1. TED Board of Directors and Visitor Attraction Team should provide leadership to this specific, priority effort to ensure that all entities/organizations are involved in one common, consensus driven Visitor Attraction Plan. *Note: It was difficult to tell whether the Chamber plan included all areas and organizations in the county.*
2. A key part of a Visitor Attraction strategy would be creating new, or "catalyst" destinations to attract visitors. Tehama County has some unique opportunities, if capitalized on, to create destination attractions. County/cities could apply for CDBG funding for this activity.
3. Retain a firm, such as, Roger Brooks with Destination Development³ to take the plan to the next level and help facilitate all groups in developing a Visitor Attraction Strategy that includes branding and potential identification of "destination" projects. Roger Brooks represents "destination" developers.
4. In the interim, if funding is not available for a full retainer for the project, invite Roger Brooks as a speaker to discuss Tehama County's potential development opportunities or engage him for one of his 1-2 day workshops. A great way to kick-off this initiative.
5. Brand – the Chamber plan used the theme "Cowboy Up", which could be perfect for Tehama County to use universally for promotions.

¹ Red Bluff Chamber of Commerce Tourism – Marketing Plan, 2009

² Branding, Development and Marketing Action Plan, prepared by Destination Development through a CDBG Grant

³ Roger Brooks, Destination Development, <http://www.destinationdevelopment.com/>



Lead Agency:

County and cities to provide the core leadership encouraging all entities of the importance of working together and branding Tehama County. Jointly apply for CDBG funding to prepare a Visitor Attraction & Destination Development Opportunity Strategy. This initiative needs a key chair of the Visitor Attraction Team, which should be a dynamic marketing person associated with one of the “visitor” businesses in Tehama County.

Who needs to be Involved:

All entities involved in tourism and visitor attraction, chambers of commerce, fair, casino, downtown associations, Lassen Park, wine and olive oil industry, hotels, et al.

Timeline:

This is a priority activity, find a chair and at a minimum host an initial meeting with all groups to present the Board’s (county and cities) adopting this initiative as a priority, emphasize the need for collaboration and branding and provide some recommended next steps, such as, inviting Roger Brooks to Tehama County. First Quarter 2010.

Measure Success:

Organizing all groups to work together. Identifying a brand. Holding a workshop.

Budget:

\$5,000 - \$10,000

Action 5: Leverage existing programs to provide Core Business Development Services and identify potential catalyst projects.

Addresses Goal 3: Create a strong countywide Economic Development arm supported by both the public and private sector that consists of:

- Business Development Team focused on small business incubation, business retention and expansion and green business initiatives, and
- Business Attraction Team focused on ensuring the county is "location ready" to compete for new business investment and creating a business case targeted to the specific industries that match Tehama attributes.

Addresses Goal 4: Leverage resources with on-going special projects and partnerships that will create unique opportunities for private sector investment and job creation.

Implementation Steps:

The core business services for economic development are typically Business Retention/Expansion and Business Attraction, or specific activities that will assist in growing the economy and creating jobs. Today with unemployment rising, government cutbacks and individuals being dislocated because of the down economy, focus is on jobs. There are also new opportunities with the "green" economy taking root and stimulus dollars to help with recovery.

Given the limited budget for economic development in Tehama County, core services will need to be leveraged with other initiatives and assisted by the Business Development and Business Attraction Teams formed in Action 2. The goal is to implement those initiatives, which create jobs and at the same time seek "catalyst" projects that make transformational change.

1. Business Retention & Expansion (BRE) – Existing Program

Partner with Job Training Center (JTC) with their Layoff Aversion program and potential new BRE outreach program with tracking system for reporting.

- Tie outreach to new energy program services for business, i.e., Energy Fitness and Retrofit.
- The key with outreach is to ensure businesses that identify needs have been followed-up with or referred to agencies that can help them (and that those agencies follow-up). If there are no resources to help a business they should be so advised. Link with regional programs such as Entrepreneur Services provided by Golden Capital Network, loan services provided by 3Core and Small Business Development Center (SBDC). *Note: A meeting should be held with the SBDC and College to structure a better method for the SBDC to report their assistance to existing businesses.*
- JTC will be implementing the Business Incubation Program with 3Core.

A merchant counseling program would be helpful to many of the small retail businesses however it may not be eligible for funding.

2. Special Projects

- There are a number of regional efforts that Tehama could participate in and receive some benefit, these opportunities could also help identify “catalyst” projects:
 - Clusters of Opportunity Grant – deeper research into cluster opportunities at a sub-regional level – identify how to leverage the data to business services and training.
 - Allied Health Partnership – Tehama has a growing and well-known health niche, there is potential to assist the Partnership with training and potential assistance in growing the market niche.
 - Application for Innovation Zone for the North State.
- Create a catalyst project around the green economy, specifically in green building materials, remanufacturing and waste stream management
 - Recycling Market Development Zone (RMDZ) designation (application submitted in Nov 2009), promote when received.
 - Hold a meeting with manufacturers to discuss benefits to local businesses, local business practices around “green” and “sustainability” – what it means to them. Strategize other business opportunities to either form new business ventures around the green economy or attract businesses, utilizing key assets such as the RMDZ, Green Construction Training, Shasta College PV Training, potential renewable energy opportunities – solar arrays, remanufacture from waste stream.
 - Create synergy around a project opportunity; find old building that can be reused for new product development – think outside the box to create opportunity and synergy between businesses.

3. Business Attraction

This activity will need to be driven by the Business Attraction Team. Focus should be on preparing Tehama’s product, identifying the prime sites for new business development, ensuring those properties are ready to go, i.e., “shovel-ready” and improving the Tehama website with key data.

- Should continue membership in Upstate, regional marketing entity for Northern California, attending tradeshows and events that match Tehama’s business targets and properties. Upstate marketing schedule is attached.⁴
- Respond to and follow-up on all inquiries.
- If the Board concurs, consider opening discussions with other counties along I-5 to collaborate on an I-5 marketing and attraction strategy.

Lead Agency:

TED supported by Job Training Center.

⁴ Upstate California’s 2010 Marketing Schedule



Who needs to be Involved:

Board, county, cities, regional organizations and other entities that are providing services and resources to businesses, such as, Recycling Market Development Zone (if approved), Community Action Agency.

Timeline:

These projects may be driven by timelines of funding sources. Business outreach should begin first quarter 2010 and if energy grants are approved, be included in process by 2nd Quarter.

Measure Success:

Business connected, services provided.

Budget:

Budget should be developed by JTC considering how it can leverage with other resource programs.

Recommended 30-60-90 Day Launch Schedule

To help organize and assign priorities, and not become overwhelmed with the Roadmap, the 30-60-90 day Launch Schedule Form is a planning tool for organizing what can realistically be done in 30-day increments to **launch** the plan. The Board will review the plan, adjust and revises, adds specific lead individuals, resources needed and milestones that need to be met. The following is provided as a starting point.

Month	Objective & Action item schedule	Lead	Resources Needed	Milestones
30 days	<ul style="list-style-type: none"> • Board reviews plan, makes revisions and refines timelines and lead agencies, as needed • Board consensus on new charter and goals • Review charter, goals and plan with Supervisors, and Council members of each city • Board members to identify individuals that will participate on Development Teams • Invite one-two new young professionals to participate 			
60 Days	<ul style="list-style-type: none"> • Jointly (board, county, cities) adopt plan • Create key message platform and PowerPoint presentation for board members to present to groups • Apply for AmeriCorps staff person • Begin planning a public forum to introduce plan • Identify key leaders to help present and support the launch of a new Action Plan • Investigate HomeTown Competitiveness program • Identify speakers for public forum, to support the roll-out of the plan – someone from HomeTown Competitiveness or Roger Brooks. • If approved by the state, announce RMDZ designation • Plan and begin internal marketing 			
90 Days	<ul style="list-style-type: none"> • Hold a Forum • Launch outreach promoting Energy Fitness and services for local businesses • Conduct meetings with Development Teams to identify special projects • Continue internal marketing 			

About the Consulting Team

Chabin Concepts' core competency is in realistic, achievable and measurable actions.

We are more than a consulting group – we are a solutions network. We use our network to bring our clients the best practices of renowned experts in urban and rural economic development, site location analysis and hands-on experience in implementing and managing competitive and results-oriented economic development programs.

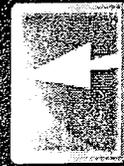
We value every client and project, respecting the characteristics, heritage and goals of each community, their stakeholders and their economic development team. We commit to integrating our values, integrity and philosophy to create success through:

- Involvement of the community and all partner organizations.
- Research that is tailored to specific areas of interest, program implementation or industry focus.
- A team of experienced and diverse professionals to bring specialized techniques, knowledge, and expertise.
- Innovative strategies and creative economic development tools.
- Tactical plans designed for implementation.
- Effective and successful economic development roadmaps – integrating resources, innovative tools and creative marketing – for communities to accomplish their goals consistent with their values.

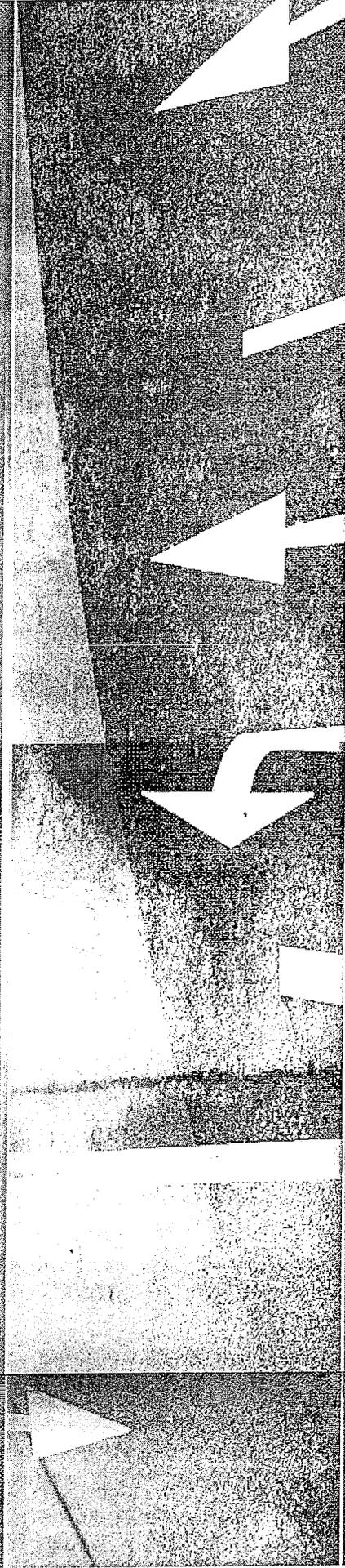
The consulting team for Tehama County Business Attraction and Retention Program Analysis included Audrey Taylor, President, Chabin Concepts, Project Team Lead, Fawn McLaughlin (FJMcLaughlin and Associates), Mary Bosch (Marketek) and Sarah Murley (Applied Economics).

The consulting team would like to thank Tehama County Planning Director, George Robson, Tehama County Planning Director, Kathy Schmitz, Job Training Center, Claudia Martin, EDC Director, EDC staff and members of the Board of Directors for their assistance in providing the background and extensive data needed to complete this project.





Tehama County Business Attraction & Retention Program Assessment





2009

Tehama County

Facing cutbacks in government revenues as well as experiencing higher percentage of economic distress than other counties, potential closure of EDC,

County saw the need for:

- 1) an analysis of the situation, and
- 2) creation of a roadmap to focus efforts for the overall economic health of the community.



Phase I – Findings: Assets

Tehama County's Top Assets

Asset Value

Tehama County's Assets

Is it a Competitive Advantage?

Valuable	<ul style="list-style-type: none"> ▪ Industrial land supply ▪ Airport ▪ Rural lifestyle ▪ Affordable housing ▪ Cost of living ▪ Trainable workforce 	Strength – but not a competitive advantage
Valuable & Rare	<ul style="list-style-type: none"> ▪ Economic Base (existing and emerging industries) ▪ Historic buildings and environments 	Strength and a competitive advantage
Valuable, Rare and Hard to Imitate	<ul style="list-style-type: none"> ▪ Location and Interstate 5 ▪ Lassen Volcanic National Park ▪ Natural and recreation resources (Sacramento River, open space, etc) ▪ Agriculture and agri-tourism ▪ Water quality and quantity 	Competitive advantage with leadership, planning and implementation

Assets exist but are not meeting their economic potential in terms of job and wealth generation.

Phase I – Findings: Issues

- Lack of a “place-based” brand
- Fragmented groups and agendas for marketing attributes
- Not ready to “go to market” with business attraction (lack of ready-to-go sites, data, no focus on priority areas for new development)
- Lack of consensus on direction for economic development and desired results
- Limited public and private funding for strategic initiatives
- Perceived lack of leadership

Phase I – Findings & Actions

Actions that should be taken to address issues:

1. Define a clear direction and focus
2. Restructure deployment of economic development programs and services – *change up status quo*
3. Promote unique “destination” assets
4. Leverage new programs to initiate strategies around green industry
5. Create a sense of place

Phase II – Goals

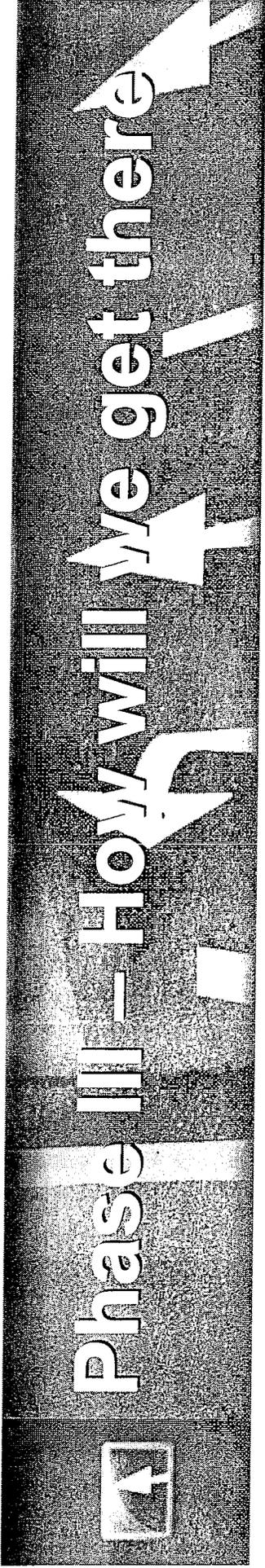
1. Create a Tehama County brand that differentiates Tehama County from other Northern California locations.
2. Create an integrated and unified Visitor Attraction effort which involves all venues.
3. Create a strong county-wide Economic Development arm supported by both the public and private sector that consists of:
 - Business Development Team focused on small business incubation, business retention and expansion and green business initiatives, and
 - Business Attraction Team focused on ensuring the County is “location ready” to compete for new business investment and creating a business case targeted to the specific industries that match Tehama attributes.
4. Leverage resources with on-going special projects and partnerships that will create unique opportunities for private sector investment and job creation.



Phase III – How will we get there?

● Remove fragmentation and silos of work:

1. Continue collaboration with Workforce Development for executing mission
2. Rename the Tehama EDC to Tehama ED Alliance (TED), focus on strategic initiatives through Development Teams
3. Create Task Forces to lead essential activities – engage young professionals
4. Establish guiding principles for projects
5. Funding will continue to be difficult - seek funding for specific collaborative initiatives
6. Build credibility with a visual “catalyst” project



Phase III - How will we get there

1. **Clear Vision**
2. **Political Will (Leadership)**
3. **Consensus on Goals & Strategy**
4. **Capacity to Get There**

Phase III – Strategic Initiatives

Tehama Economic Development Alliance (TED Alliance) Strategic Initiatives & Actions Map

Sense of Place

Brand

Internal Marketing

Visitor Attraction

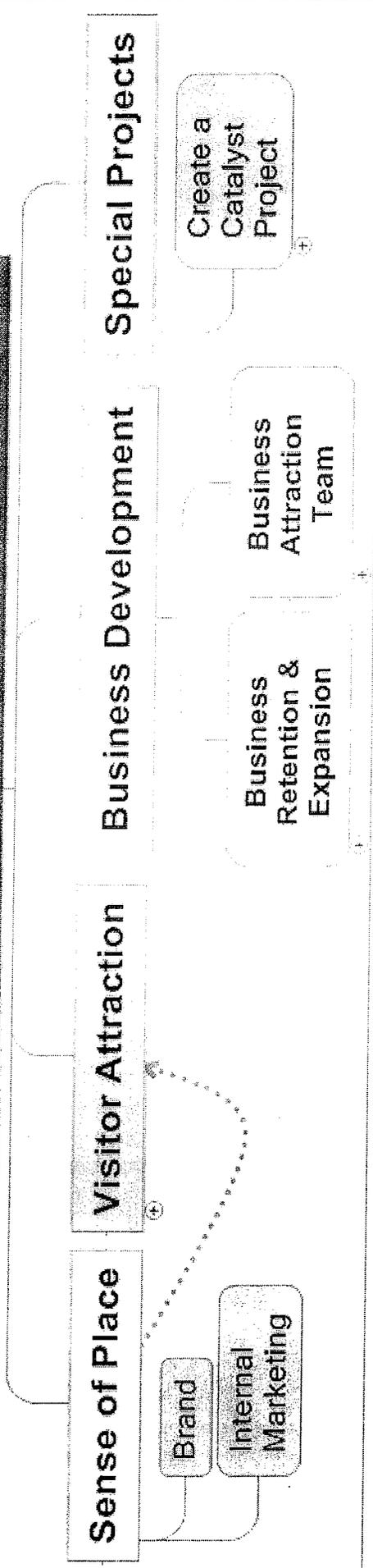
Business Development

Special Projects

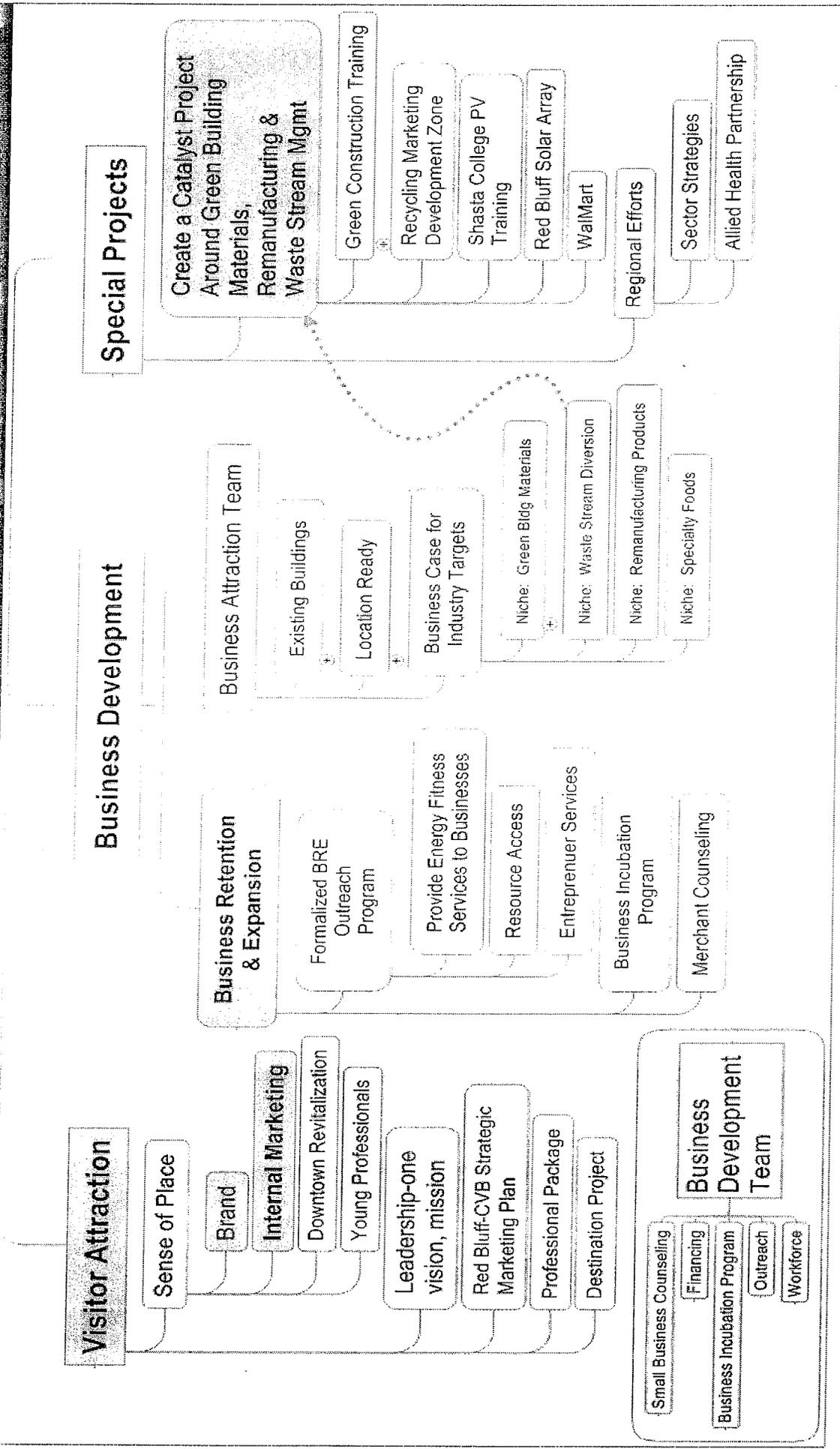
Create a Catalyst Project

Business Attraction Team

Business Retention & Expansion



Action Roadmap



Implementing the Roadmap

- **Collaboration & Consensus**
 - Board of Supervisors Accepted
 - EDC Board Adopted
 - Presented at Seeds of Opportunity
 - EDC is following Launch Schedule
- **Next Steps**

