



2022-2027 3CORE CEDS

Regional Collaboration
for Collective Impact

INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) 2022-27 presents a plan for regional recovery in Butte, Glenn, and Tehama counties.

The CEDS provides guidance to regional leaders across industry, government, nonprofits, and educational institutions in framing actions that have strategic economic value for the region. It was developed with broad stakeholder participation, which was essential for developing a shared vision and goals for the region.

3CORE, the designated Economic Development District, has taken the leadership in advancing the 2022-27 strategy, but its implementation requires a shared, coordinated effort across the region's jurisdictions, organizations, agencies, and institutions. The premise of the strategy is regional collaboration for collective impact. The strategy addresses the region's unique regional and resilient economic context while following EDA guidelines for a CEDS.

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1.0 THE DISTRICT (3CORE)

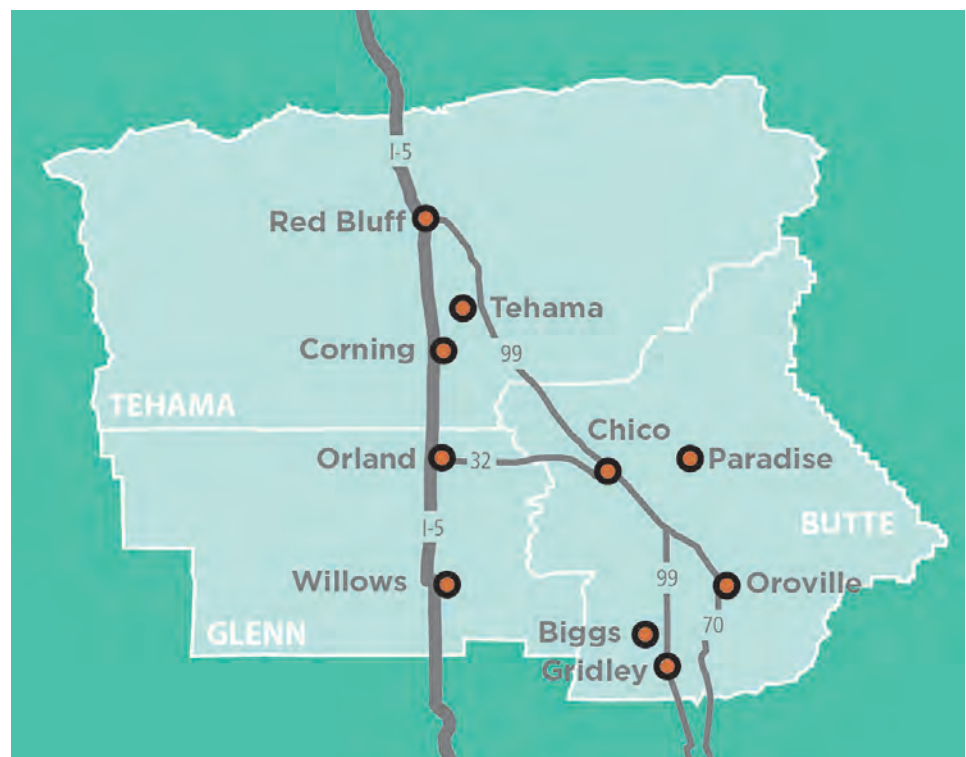
In 1986 the Butte, Glenn, Tehama County region was designated as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration.

Developing a Comprehensive Economic Development Strategy (CEDS), updated annually, is needed to maintain that status, and position the region for grant funding and technical assistance from EDA. The CEDS is data-driven and is the product of a participatory process that includes the diverse leadership of a Steering Committee, community outreach and partnerships built through 3CORE's network. The CEDS is set apart from other regional plans as it is focused on unique and opportunistic economic conditions of the three-county region. Plans and feasibility studies are part of the CEDS research and planning process included in **Appendix I, Reference Documents**.

3CORE, since 1986, has coordinated planning efforts impacting economic development activities that involve interactions crossing jurisdictional boundaries. The region encompasses 5,957 square miles (3.8 million acres) and sits at the northern end of the Sacramento Valley along Interstate 5 (I-5) running north/south through Tehama and Glenn counties. California State Highways 99 & 70 are major corridors through Butte County and Highways 32, 36 and 162

provide transportation access east and west. There are ten incorporated jurisdictions within the three-county region. There are also multiple national and state forests and parks in the region.

The region has been primarily a natural resource-based economy — wood products, ag production, food, and beverage processing. The region has robust and growing education (Chico State, two community colleges, K-12) and medical sectors. Prior to the COVID-19 pandemic and back-to-back mega fires, hospitality and retail markets were also significant employment sectors. City of Chico, the region's largest city, is considered the region's economic hub — home to Chico State and several large employers. Ag tech, information and digital technology, advanced manufacturing and transportation are emerging growth sectors for the region.



2.0 REGIONAL ECONOMIC DEVELOPMENT CONDITIONS

Over the past three years, the region has experienced several economic disruptions including three of California's most destructive wildfires – 2018 Camp Fire, 2020 North Complex and August Complex fires, and, in 2021, the Dixie Fire that has covered over 960,000 acres.

The devastating Camp Fire and North Complex fires destroyed 25,000+ structures, including more than 15,000 homes, and displaced many more residents causing a net out-migration of population (est. 10,000).

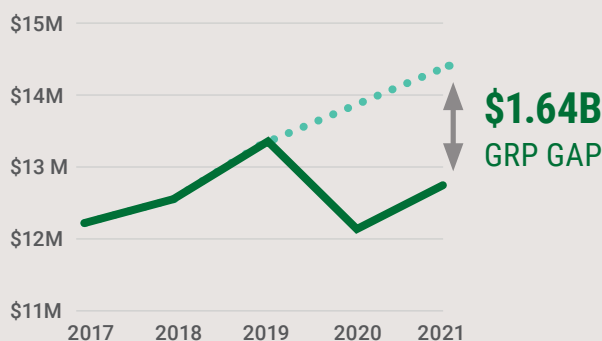
In February 2017, Oroville Dam, an important part of the California State Water Project and the tallest dam in the US, experienced a spillway (main and emergency) collapse, prompting the evacuation of more than 180,000 people living downstream along the Feather River. 2021 has seen the worst drought conditions in history, dry residential wells, and the surface water level of Lake Oroville is predicted to reach an all-time low of 625 feet above sea level by October or November. The low lake level caused the first ever closure of the Edward Hyatt Powerplant which, along with wildfires, results in more Public Safety

Power Shutoffs (PSPS). The impacts to environment and health are worsening as the region experiences longer and more frequent droughts and devastating wildfires.

The impact of COVID only exacerbated an already fragile economy, taking the region back to 2017 levels. As of July 2021, the region faces a loss of 4,280 jobs and \$1.64 billion in Gross Regional Product, according to economist, Robert Eyler, PhD. Dr. Eyler conducted the CEDS economic assessment and recovery projections. Factors affecting recovery are highlighted by Dr. Eyler on the following page, *Economic Impacts*.

Appendix A, Economic Conditions, provides a full overview of the region's economic conditions as it continues to battle un- and under-employment, labor force shortages, high and persistent poverty rates, high rates of Adverse Childhood Experiences and suicide attempts, food deserts and affordable housing availability.

Appendix C, Industry Sectors, overviews the state of the key regional industry sectors.



Sources: Bureau of Economic Analysis and EFA



4,280
Jobs needed
to return to
Pre-COVID
status

Sources: California EDD, Bureau of Economic Analysis and EFA

Economic Impacts

Economist **Robert Eyler, PhD.** highlighted factors affecting hiring and GRP in the 3CORE region (Aug. 2021).

Current Labor Force. “We’re still down 7 or 8 percent in terms of the number of people that live in the three counties and are available for work or are working.”

Labor Force That is Gone. “There could be what economists call scarring, meaning in specific industries, local employers will be unable to fully employ the same number of workers they had pre-pandemic because those workers are gone. ‘Gone’ in the sense that they’re gone to another locale, they’re gone to another career, or there’s some structural reason — continued childcare issues, for example, or the debilitating effects of COVID for some who got sick.”

Industry Mix. “It might look like leisure/hospitality and retail are going to be hot spots in terms of a drag on the economy, but you may not achieve what you could have achieved in industries like construction and manufacturing if there is not a local labor force. I personally believe that the biggest challenge is attracting a labor force that’s willing to come and stay and is trained to fit relatively high multiplier effect industries that drive a lot of those other pieces.”

Attracting Workers. “It ties back to housing. If you can’t find new entrants into the labor force regionally, can you attract workers, and how does housing interplay into decision-making for those workers?”

Watch Who Fills the Houses. “The three counties did not start young. Are you seeing an aging population coming to these three counties more and more? How does that affect the workforce vis-a-vis the housing

“The assumption that you’re just going to put jobs out like you used to 15 or 17 months ago may not work because there are all kinds of conflicting forces: augmented unemployment benefits, career change thoughts at home, and continuing childcare issues.”

ROBERT EYLER, PH.D.
ECONOMIC FORENSICS AND ANALYTICS (EFA)



units? If a retiree moves to Red Bluff and they eat up a housing unit, what does that do to matching the expansion of workers with the expansion of housing?”

Unique Potential of Paradise. “What I’m hoping to see in Paradise as they start to rebuild is this new resilient, energy independent, forward looking place that’s going to attract people that are intellectuals, have that same ethos and bring jobs with them.”

Educational Asset. “One unique characteristic of the three counties is that in Chico State you have an attractant, a physical asset that can be used as a lever for economic development and workforce development, especially on the more professional side.”

Future Unknowns. Dr. Eyler listed several factors that could impact regional economic conditions: 1) Water utilization could affect ag values, 2) drought could lead to tough conversations about housing units, 3) the fires could be seen as a negative in marketing to potential residents/workers, and 4) insurance costs and availability.

3.0 SWOT ANALYSIS

An important component of the CEDS and the engagement process is identifying the region's strengths, weaknesses, opportunities, and threats (SWOT). The recent disasters and economic disruptions over the past three years, has led to many studies outlining these characteristics.

The region faces complex regional challenges to the economic base and quality of life. Camp Fire and North Complex settlement funds for environmental and economic damages are starting to come forward in phases. Several communities have had an opportunity to plan for projects and investments that will make a difference for their future as well as the region. The region, like other California regions, had a housing shortage before the 2018 Camp Fire, and with more recent fires, has lost 25,000+ structures, according to the Butte County Fire Safe Council. The region also lost population and estimates indicate nearly 5,000 have "quit" the regional labor force for one reason or another from the pandemic. It will be a major challenge to replace nearly 4,500 jobs needed to reach recovery to pre-pandemic levels.

"One of the biggest labor force challenges for the region is going to be how do they bring workers back? Where are they going to come from and where are they going to live?"

ROBERT EYLER, PH.D.
ECONOMIC FORENSICS AND ANALYTICS (EFA)

The new federal and state funding allocations for economic development offer immense opportunity while the challenge of coming together, being prepared, and quickly mobilizing bold ideas into action plans is daunting. The region's stakeholders have made much progress collaborating on crosscutting complex challenges.



4.0 STRATEGIC DIRECTION

Extensive engagement with the CEDS Committee and stakeholders has guided the Vision, Goals and Guiding Principles of this CEDS.

The CEDS distills a range of community and economic development actions to achieve post-pandemic recovery – workforce and business development, quality of life, connectivity, transportation, technology, and resiliency.

Vision

The Butte-Glenn-Tehama region will be recognized for its unique rural character, strength, and resiliency during regional recovery, adapting to new norms while supporting businesses, communities, and ecosystems in building a healthy and sustainable economy.

Through our network of coalitions, the region will be recognized for innovative and collaborative projects that maximize the regional assets and opportunities in achieving our goals.

Goals

Based on the previous economic reports, economic analysis, research, existing assets and work efforts, and stakeholders interviews, three goals are proposed for the CEDS:



GOAL 1: Focus on Economic Recovery to pre-pandemic levels (January 2020, by January 2024).

Objective: Replace 4,280 jobs and \$1.64 billion in Gross Regional Product and support businesses impacted by the pandemic.



GOAL 2: Strengthen key sectors that drive the economy.

Objective: Address pressing needs of construction, manufacturing, agriculture, forest products, education, healthcare and hospitality sectors.



GOAL 3: Catalyze opportunities to maximize assets.

Objective: Collaborate on moving forward projects that have significant and long term economic growth, resiliency and stability for the region.

5.0 INITIATIVES IN BRIEF

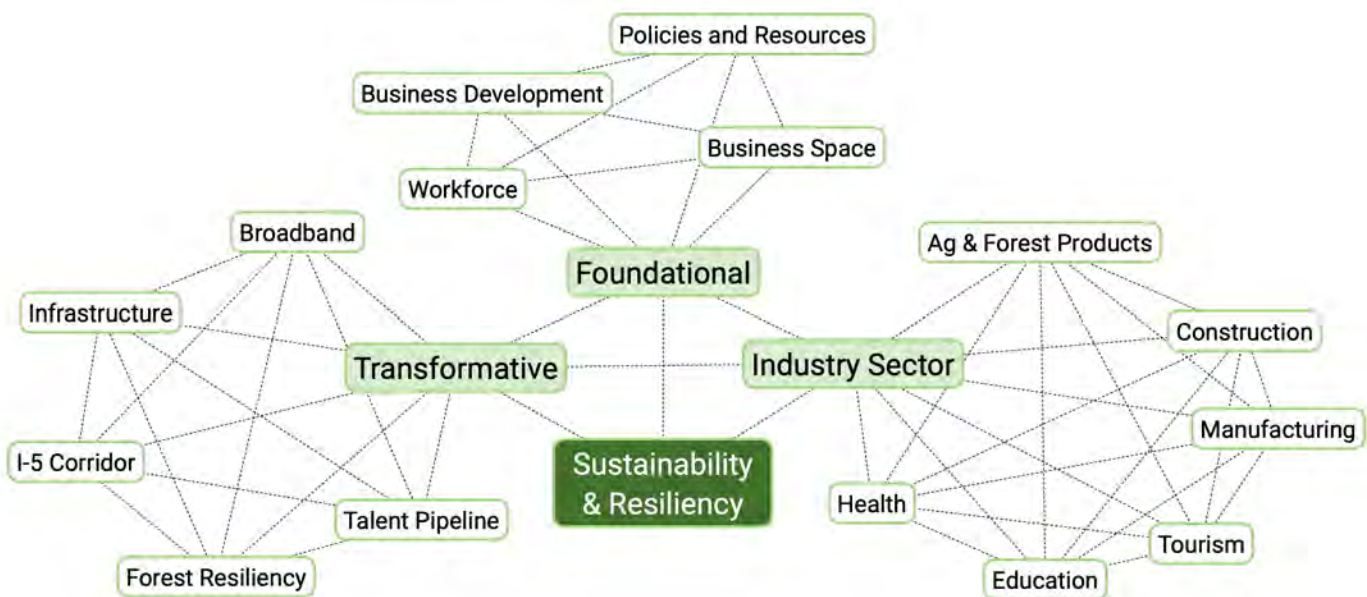
To achieve recovery, address the region's complex challenges and enhance collective impact, collaborative actionable strategies are included in three initiatives:

- ◆ **FOUNDATIONAL INITIATIVES** focus on those actions that need to occur daily to facilitate recovery – Workforce Development; Business Development; Business Space and Economic Centers; Policies and Resources.
- ◆ **INDUSTRY SECTOR INITIATIVES** focus on key sectors of the economy with the opportunity to build back better – Agriculture; Forestry; Construction; Manufacturing; Education; Health & Wellness; Hospitality & Recreation (Tourism).
- ◆ **TRANSFORMATIVE INITIATIVES** concentrate collaboration leading to collective impact – Broadband; Infrastructure/Housing; I-5 Corridor; Education, Training & Talent Development Pipeline; Forest Resiliency & Innovation.

The critical goal of resiliency is underscored in all initiatives. 3CORE and partners will continually work on areas where mutual regional actions can occur through collaboration – workforce and economic development, place-based projects, programs, policies, and projects aimed at mitigating both the risks and consequences of disruptions.

Coordinating implementation of the CEDS will be a critical element of recovery given the complex challenges and the multi-sector partnerships. No one organization currently has the capacity or resources to be the “backbone” organization for managing collaboration, coordinating actions and reporting to the CEDS Committee. Consideration should be given to seeding a position within 3CORE.

Note: *Initiative Planning Maps, Appendix D*, map stakeholder program and project input for each initiative and *Appendix C* provides overview of industry sectors.



5.1 Foundational Initiatives

“Foundational Initiatives” focus on actions that need to occur daily to facilitate recovery.

Situation

One of the biggest challenges for regional recovery as the pandemic life recedes and businesses reopen is getting people back to work. Currently, there is more demand than supply in filling job openings. Although many of the job openings are in the hospitality industry (hotels, bars, restaurants, fast foods), openings are across the board in critical industry sectors – construction, manufacturing, agriculture, health care and education. It is too early to determine if the current “labor shortage” is temporary and will wane as subsidies are removed or if there is a cultural shift on employees returning to work and the way

they work. Current indicators point to a deeper and more complex mix of factors requiring collaborative actions to assist businesses with work models, such as a hybrid modified model of returning to work 2-3 days a week and working from home, job openings, placements and training, as well as workforce, education and human resources working together to build talent pipelines.

The loss of jobs also means loss of businesses. Several regional entities provide direct business and technical assistance to existing and new businesses supported by chambers of commerce and local jurisdictions promoting these resources.

Entities Providing Direct Business Support and Technical Assistance

3CORE

Business Resource Liaison
Capital Access
CEDS
Business & Infrastructure
Development

NSPDC

Broadband Master Plans
Supply Chain Analysis
Disaster Recovery Projects
Industry Occupation Analysis
Feasibility Studies

CHICOSTART

Growtech, AgTech, Blue
Valley Tech, Center for
Entrepreneurship
Entrepreneur Ecosystem
iHub

BUTTE COLLEGE EWD

The Training Place

SHASTA COLLEGE EWD (TEHAMA CAMPUS)

Specialized Training

NORTEC

Industry sector partnerships
Grow Manufacturing (GMI)
Business Outreach

BUTTE COLLEGE SBDC

Business Consulting/
Coaching
Outreach
Bootcamps, Business
Trainings & Pop-Ups

During the pandemic, as relief programs were being made available to businesses (PPP, EIDL, California Relief Grant, local grants) all service providers accelerated efforts to direct businesses to resources. Even with the accelerated effort to get the word out, there were still small and very small¹ businesses not finding where or how to access resources. Maximizing output was the goal of all service providers to reach and help as many regional businesses as possible access relief programs (see *next page*).

In addition to direct business assistance, ensuring there is an inventory of “ready” sites and buildings is critical for expanding and new businesses. Also, the

central business districts (downtowns) in each of the region’s jurisdictions are typically economic centers which have been significantly impacted, losing businesses and in some cases physically deteriorating. Unfortunately, downtown associations are underfunded, as most rely on event revenue to implement revitalization strategies that identify potential reuse and building repurposing opportunities.

The pandemic reconfirmed the importance of collaboration, coordination, sharing and promoting widely and jointly all service providers and the need for boots on the ground meeting one-on-one with businesses.

¹ 92% of regional businesses <20 employees, 84% <10 employees, 72% <5 employees

Guiding Principles

1.

BUILD A SUSTAINABLE ECONOMY

Implement workforce and economic strategies that rebuild jobs and businesses, diversification, and economic stability, encourage innovation while protecting and enhancing our legacy industries and social and environmental landscape.

2.

WORK THROUGH NETWORKS FOR COLLECTIVE IMPACT

Create a common agenda with shared measurement system, mutually reinforcing activities for action, working together across boundaries and building on good work already in place.

3.

THINK AND ACT AS A REGION

Distinguish the region and solve challenges locally by increasing the region’s collective financial, political, and institutional capacity.

ACTIONS / FOUNDATIONAL

WORKFORCE DEVELOPMENT

1. Convene roundtables to further discuss barriers to “return-to-work” and solutions.
2. Strengthen wrap-around services for underserved and non-traditional workers to replenish the labor pool; particularly for in-demand trades.
3. Employ new programs to assist businesses with establishing a strategic workforce plan addressing the new dynamics and business consequences of labor shortage.
4. Increase short-term training and earn-and-learn models for new workers.
5. Align vocational training with regional workforce demands and offer flexible mechanisms to gain new skills and credentials.
6. Support higher education efforts for seamless delivery of reskilling-upskilling in critical industry sectors.
7. Convene education-industry-workforce working group to explore creative work-based learning, earn-and-learn, and OJT options as well as

methods to introduce middle school, high school youth and disconnected young adults (ages 16-26) to industry pathways.

8. Support application for proposed Community Economic Resilience Fund (CERF) high road transition collaborative and Economic Diversification Pilot implementation funding proposed in AB 162.
9. Include as an offering to small businesses, assistance and best practices on implementing Diversity, Equity, and Inclusion policies.

BUSINESS DEVELOPMENT

1. Coordinate outreach efforts among all business development stakeholders to ensure seamless and leveraged contact with all businesses.
2. Continue direct outreach efforts by District Business Resource Liaison to help small businesses connect with resources. Explore and discuss a collaborative social media campaign.
3. Support the growth of microenterprises, small businesses, and underserved businesses through Butte College SBDC’s outreach and coaching program.



Replicable Program

WASHINGTON STREET PRODUCTIONS

>> Welfare-to-Work clients with barriers to employment can earn a wage and learn transferable skills by building crafts that are sold locally in Tehama County. Clients in the 30-day program learn technical skills and soft skills in tandem. Raw materials are sourced through donations and waste products where possible. A supervisor skilled in behavioral modification and coaching oversees the program, supported by an assistant with manufacturing, supply chain development and retail expertise.

see: washingtonstreetproductions.org

4. Host quarterly economic development roundtables to share information and best practices as well as challenges, opportunities, and successes.
5. Proactively market capital access to microloans and tailored loan products to small businesses and microenterprises and secure new capital sources as opportunities arise.
6. Support Chicostart/GrowTech in enabling an entrepreneurship ecosystem. Investigate opportunity to apply for State of California new iHUB2 Innovation Hubs.
7. Leverage the existing local online marketplaces and promote shop local activities throughout the region to encourage residents to shop local vs. out-of-area online.
8. Support an application by NSPDC to analyze supply chain issues and opportunities for the region's key industry sectors.

BUSINESS SPACE

1. Encourage revitalization to create vibrant and safe downtowns, form a regional collaborative to work together on improvement strategies and share best practices, access funding for main street revitalization.
2. Research potential funding for downtown improvements, ready spaces, and promotional activities.
3. Support Town of Paradise on rebuilding downtown.
4. Implement strategies to enhance resident/visitor presence in cities' retail areas.
5. Inventory shovel-ready industrial and business park sites and address site development to accommodate business expansions and relocations.
6. Collaborate with jurisdictions to coordinate business development execution.

Measurable Outcomes

- ◆ Jobs Created
- ◆ Annual Gross Regional Product
- ◆ Employee Retention – Upskilling
- ◆ On-the-Job Training – OJT
- ◆ Businesses Visited/Served
- ◆ Business Loans
- ◆ Training Program Attendees
- ◆ Implementation Funding

Foundational Partners

- ◆ Counties, Cities, Town
- ◆ 3CORE
- ◆ Butte College EWD, The Training Place
- ◆ Butte College Small Business Development Center (SBDC)
- ◆ Chambers of Commerce
- ◆ Chicostart, GrowTech
- ◆ County Offices of Education
- ◆ Downtown Business Association
- ◆ NCCC - Glenn County HHS
- ◆ NoRTEC – AFWD, Job Training Center, GMI
- ◆ North Far North – ICT-DM
- ◆ North State Planning & Development Collective (NSPDC)
- ◆ Rural County Representatives of California (RCRC)
- ◆ Shasta College EWD (Tehama Campus)
- ◆ Valley Contractor's Exchange

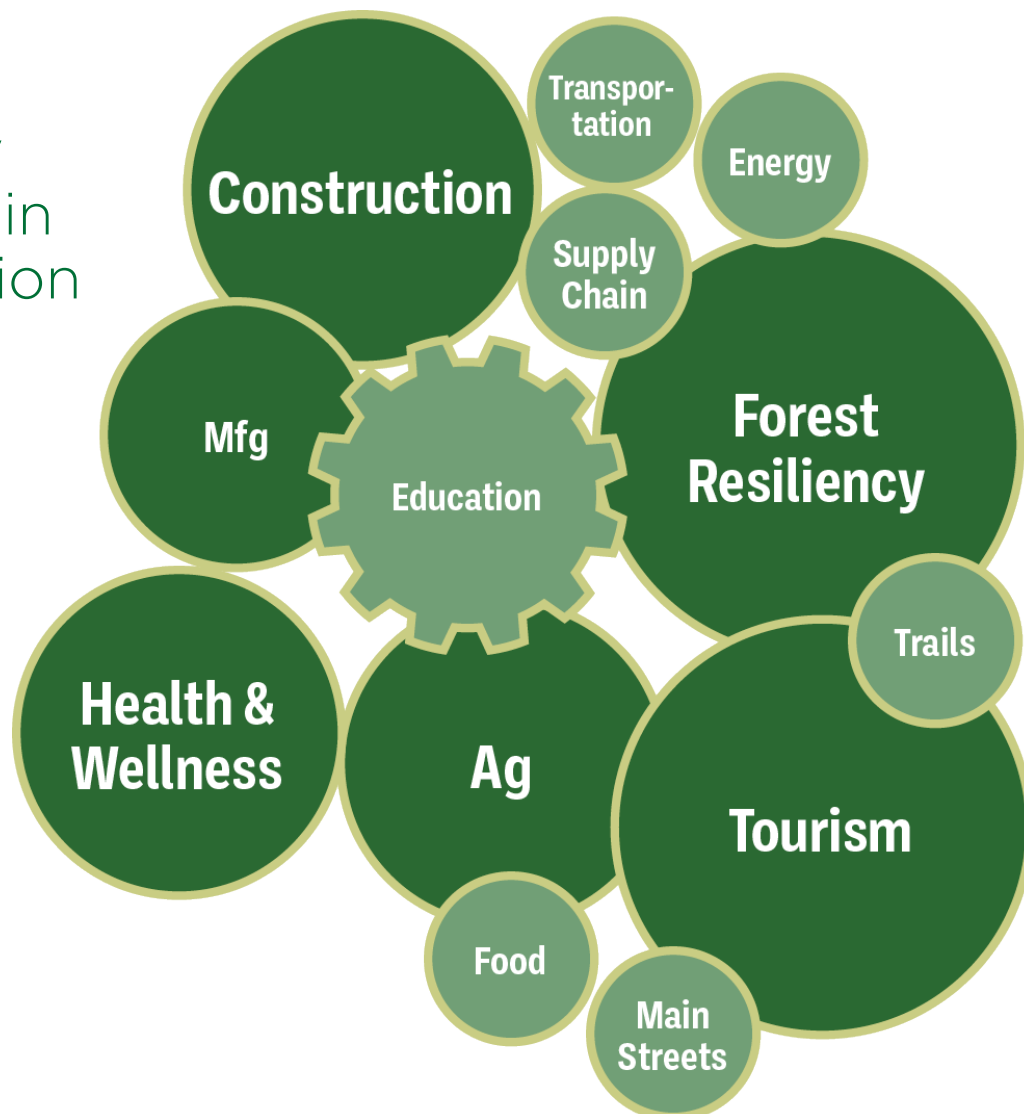
5.2 Industry Sector Initiatives

Starting with the industries and assets that are already in the region, stakeholders can collaboratively pursue initiatives to improve the sectors, as well as the economy and environment, by encouraging business-informed sector collaboration, applying for funding to launch projects, upgrading skills, enhancing access to finance and infrastructure, supporting local demand, understanding, and actively addressing barriers and regionally supporting specific sector initiatives.

The region's key industry sectors have diverse businesses within each sector and are linked by markets, labor pools and supply chains. Industry sector initiatives provide the opportunity to facilitate public-private partnerships involving university research, education and workforce training, economic and entrepreneurship development, and industry experts.

Full industry sector profiles are included in **Appendix C, Regional Industry Sector**, including jobs, gross regional product value, state of the industry as well as challenges and opportunities for the sector.

Industry Sectors in the Region



SECTOR: Agriculture & Forest Products

Natural resource materials, agriculture, and forestry have been the mainstay economic base for the region for decades. The sector is the region's 5th largest employment sector with a \$1.8B crop value in 2019.

As a natural resource-based economy, agricultural and forest production both are extremely sensitive to changes in climate, temperature and precipitation, frequent and severe weather events, fires and drought, and increased stress from pests and diseases. Both also provide opportunities to reduce future climate change by capturing and storing carbon, and by providing resources for bioenergy production.

Chico State, Center for Regenerative Agriculture and Resilient Systems, and the Ecological Reserves are key stakeholders in this sector along with many local, state, federal public agencies and private farmers, landowners, and businesses. See *Transformative Initiatives*.

"Scientists tell us that our powerful nature-based carbon sink—our farms and forests—could begin to degrade if we do not take action.

With the right tools and partnerships, American agriculture and forestry can lead the world in solutions that will increase climate resilience, sequester carbon, enhance agricultural productivity, and maintain critical environmental benefits."

USDA SECRETARY TOM VILSACK ON
PRESIDENT'S EXECUTIVE ORDER 14008, MAY
2021



Sustainable Ag

NORTH STATE HULLING COOPERATIVE >>

Serving 130 farming families, this state-of-the-art 477-acre almond hulling/shelling plant in Orland is set to become the first net carbon negative, zero-waste facility of its kind. The plant's two cogeneration plants, which produce heat to fuel their dryers, also produce biochar, a charcoal byproduct. North State Hulling is partnering with Chico State to study the application of biochar in almond orchards.

see: <https://www.e-digitaleditions.com/i/1286027-2020-sept-oct-how-we-grow/0?>

ACTIONS / AGRICULTURE & FOREST PRODUCTS

1. Support existing efforts with Chicostart, Chico State Regenerative Ag and Butte College Ag programs in moving forward an AgTech Innovation Initiative, creating an AgCenter for ag, water and energy technologies.
2. Convene working group to further discuss colocation of county ag services coupled with food security programs, such as food hubs, mobile farmers' markets and other services with local USDA office.
3. Track Rep. Harder's Future of Agricultural Resiliency and Modernization (FARM) Act for 10 pilot projects to convert waste into biocarbon products; submit an application as a pilot.
4. Track California Sen. Feinstein's legislation for Wildfire Emergency Act including establishing training centers for foresters, forest managers and new workforce development programs to advance career training.
5. Identify gaps and funding options in the local supply chain to increase the number of value-added food business start-ups and expansions (feasibility studies completed for cold storage, copacking and meat processing).
6. Identify opportunities to assist businesses with drought-related impacts. All counties completing Groundwater Sustainability Plans.
7. Support applications and development of ag and forest/wildfire waste biomass utilization facilities. Ag feasibility study is completed. Forest waste conversion to hydrogen (new innovative technology) applications are being submitted. Work with stakeholder leads on supply chain; particularly logistics of removing waste from forest and fast-tracking facility locations. Investigate opportunity to expand RCAC Biomass Utilization Loan Fund.
8. Support sustainable management of forest resources and watersheds and Rural County Representatives of California's (RCRC) 20-year Master Stewardship Agreement with US Forestry to remove forest biomass to facilities for value-add products.
9. Continue to support increasing key occupations needed in the forest health, management, and restoration efforts.
10. See *Transformative Initiatives* (pg. 21).

Partners

AGRICULTURE & FOREST PRODUCTS

- ◆ Butte College Agriculture Program
- ◆ Counties, Cities, Town
- ◆ Chico State Regenerative Agriculture
- ◆ Chicostart
- ◆ Community Foundations
- ◆ County Ag Commissioners
- ◆ County Farm Bureaus
- ◆ Drought Task Force(s)
- ◆ Forest Stakeholders
- ◆ Local Ag, Farm & Industries
- ◆ NSPDC



Cal Olive Ranch, Corning

- ◆ RCRC
- ◆ Resource Conservation Centers
- ◆ UC Cooperative Extension

SECTOR: Construction

Construction is the sixth largest employment sector in the region with a \$679.6M Gross Regional Product (GRP). The housing crisis before and after the 2018 Camp Fire, and more recent fires, adds a layer of urgency for workers in the construction field. Over 25,000 housing units were damaged and/or destroyed. The challenge is complex and not only affects housing but other construction projects. The market demand is here; the need is to build at a faster and more affordable rate. There is a lack of skilled and unskilled labor due to an aging construction workforce and career pipeline opportunities in the K through 12 public school system. A lack of workers will slow any progress for economic recovery for the region.

ACTIONS / CONSTRUCTION

1. Support a collaborative application for CDBG-DR Economic Revitalization workforce development funding to increase training.
2. Support trades training at all levels and increase career awareness starting at the middle school level.
3. Invest in innovative models such as concrete housing construction printer to be used in the field to train students and workforce.
4. Support VCE application for a mobile training unit to travel to schools and communities to teach basic construction skills and promote careers in the trades and construction program courses offered by Butte and Shasta colleges.
5. Recruit candidates from non-traditional sources, Prison to Employment, BCOE's Back-to-Work for justice involved youth.
6. Support regional efforts to expand, accelerate, identify new technologies, new practices and models, and advocate for reducing cost of housing.
7. Promote housing development opportunities in smaller communities with shovel-ready sites.



Concrete printed home by Virginia Tech. Chico State NSPDC is proposing acquisition of similar 3D printer.

Partners

CONSTRUCTION

- ◆ Counties, Cities, Town
- ◆ Butte-Glenn Community College District
- ◆ Chico Builders Association
- ◆ CHIP
- ◆ County Offices of Education
- ◆ NoRTEC & NCCC Workforce Development
- ◆ NSPDC
- ◆ Shasta College (Tehama Campus)
- ◆ Tri Counties Community Action Partnership
- ◆ Valley Contractor's Exchange

SECTOR: Health & Wellness

The pandemic and the back-to-back disasters in the region have had a significant impact on the region's health service delivery system with the loss of one hospital and multiple clinics. The increased burden of the pandemic has overwhelmed the capacity of health care facilities and staff. Statewide the estimate is a current shortage of 40,567 full-time equivalent RNs, a 13.6 percent gap, that is projected to persist until 2026. Health care is the region's second largest employment sector, with over 22,000 jobs and a \$1.5B GRP. Post-pandemic, an 8-10% jobs loss has occurred. There are major shortages in all health, mental health, and social service occupations.

Nearly all the hospitals in the region are planning expansions over the next five years with some already in construction, which will result in hundreds of job openings. A multi-year effort of north state counties, including Butte, Glenn and Tehama, advocating for improved managed care service in rural counties will come to fruition in late 2022 with Partnership Health Plan of California. Area stakeholders are working toward establishing the region's first physician residency program in Psychiatry and pursuing a Primary

Care residency program. Key stakeholders have also been studying the feasibility of constructing a Health Technology & Education Center to serve as the hub for tele-health/tele-medicine training, the North State Rural Simulation Center, physician residency administration and other health and wellness programs.

From a workforce standpoint, even with the associate degree nursing program at Butte and Shasta colleges and the baccalaureate nursing program at Chico State, the demand far outreaches the current graduate supply.

ACTIONS / HEALTH & WELLNESS

1. Support the efforts of current work groups to review existing programs and trainings for technicians (short-term training) to nursing (long-term training) and methods to expand those offerings to fill growing demand. Investigate expanding or creating a Health & Technology Education Center to support nursing workforce training in the rural areas adjacent to the region.
2. Consider expanding NoRTEC's successful Healthcare Industry Sector Partnership to Tehama, Butte and Glenn counties.

Partners

HEALTH & WELLNESS

- ◆ Adventist Blue Zones
- ◆ Alliance for Workforce Development
- ◆ Butte College – EWD
- ◆ Butte College Nursing & Allied Health Programs
- ◆ Butte County Local Food Network
- ◆ Butte Glenn Medical Society
- ◆ County Ag Commissioners
- ◆ Chico State
- ◆ Everybody, Healthy Body
- ◆ Feather River Community Foundation
- ◆ Healthy Rural California, Inc.
- ◆ Hospitals, Clinics, Tribes
- ◆ NoRTEC Industry Sector Partnership
- ◆ North Valley Community Foundation
- ◆ Parks & Recreation Districts
- ◆ Project Restore
- ◆ Public Health Departments
- ◆ Tehama JTC
- ◆ Thrive
- ◆ TriCounty Community Action Partnership

3. Support Butte-Glenn Medical Society in assisting Tehama physicians in the absence of medical society in Shasta with potential for integrating Tehama in the future to Butte-Glenn Medical Society.
4. Support existing initiatives and potential future projects directly addressing food security (food deserts) and the high rates of Adverse Childhood Experiences (ACEs) in burn scar and underserved populations:
 - Support access to healthy foods and expand the grassroots Mobile Farmers' Markets to all counties. Support California's Healthy Food Financing Initiative Council (California Treasurer's Office).
 - Support and share youth-focused programs (Thrive and Project Restore) addressing ACEs, support forming Youth Coalitions engaging youth as active leaders and resources (ex: *Solano Youth Coalition*).
5. Support initiatives focused on wellness, such as Blue Zones, a successful model operated by Adventist Health Community Well-Being Team, and Everybody, Healthy Body advocating for the support of health, wellness, education and physical activity/recreation space and facilities.

SECTOR: Manufacturing

There is a robust and diverse manufacturing sector in the region, including food processing, building materials, packaging, value-add metal fabrication and high-tech productions. The sector is the seventh largest employer but the fourth largest in Gross Regional Product, providing a high economic ripple effective to the region. There is a strong Industry Sector Partnership, Grow Manufacturing, hosted by NoRTEC and supported by Butte and Shasta colleges. Similar to construction, there is a major shortage of workers in the field.

ACTIONS / MANUFACTURING

1. Work with all organizations, including personnel agencies, to identify candidates that can be trained in the various fields of manufacturing and processing; consider new models that may fit employers' production schedule, e.g., temporary workers.
2. Continue focusing basic skills training and direct company upskilling for employers in the manufacturing field.

Partners

MANUFACTURING

- | | |
|--|--|
| ◆ Counties, Cities, Town | ◆ Grow Manufacturing Initiative (NoRTEC) |
| ◆ Alliance for Workforce Development | ◆ Industry Employers |
| ◆ Butte College – The Training Center, Upskilling and Advanced Manufacturing and Technology Programs | ◆ NCCC – Glenn County |
| ◆ Butte County Office of Education | ◆ NSPDC |
| ◆ Chicostart | ◆ Shasta College – Manufacturing Apprenticeship Initiative |
| ◆ Chico State – College of Engineering | ◆ Tehama Job Training Center |
| | ◆ USDA |

3. Support manufacturing earn-and-learn programs, including new models such as student sponsorship by industry.
4. Support development of new sites in all counties for value-add processing, manufacturing, logistics and distribution.
5. Support and expand the annual manufacturing expos to more events through the year, focused on K-16 education.
6. Support manufacturing apprenticeship collaboration with Sacramento Valley Manufacturer Initiative and Apprenticeship Works, Robert C. Byrd Institute with NoTEC.

SECTOR: Hospitality, Recreation & Tourism

There are many national, state, and local treasures in the region – lakes, waterfalls, historic sites, natural bird sanctuaries and hundreds of miles of outdoor trails. The industry employs 9-10,000 workers per year with the region's tenth largest Gross Regional Product at \$370.7M. This industry, more than any other, was significantly impacted by COVID as well as effects and perceptions from the fires. Fortunately, the hit was not as bad as it could have been as hotels and food accommodations that were open filled with first responders and rebuild crews. However, downtowns, which are a big part of the visitor attraction market, suffered – both businesses and associations serving the businesses and downtowns.



Gray Lodge, Gridley. (Explore Butte County: Ashley Baer)

Butte County is the only county to have a formal Visitor & Conventions Bureau, *Explore Butte County*, which is supported by a Tourism Business Improvement District (TBID). Both Glenn and Tehama counties are actively working through chambers and other entities promoting visitor attraction. Tehama County has recently formed an independent film commission. There are enough unique venues and events to draw visitors for day- or multiple-day visits. All counties are looking at trails and sports venues as destinations. Chico State has one of the oldest and most respected programs in recreation, hospitality, and parks management.

ACTIONS / HOSPITALITY, RECREATION & TOURISM

1. Support the tourism market and brand the region as a tourism destination, a working group, or an Industry Sector Partnership (NoRTEC) of all three counties should be formed as a network, share opportunities and best practices.
2. Advocate for a Regional Tourism Master Plan, including trails development to expand the hundreds of miles of trails (ex: *Colby Mountain*), and arts promotion touting the thriving art communities. Include downtowns in the master

plan, revitalization plans and resource development to manage vibrant and safe downtowns. Noted in *Foundational Initiatives*, all downtowns should form a working group to link and leverage resources and best practices.

3. Continue to support and find funding for outdoor trails and sports venues.
4. Increase exposure and use of outdoor recreation and environmental education.
5. Establish with the Industry Sector Partnership a Customer Service Academy, Certificate Program Butte College and Explore Butte.
6. Encourage increasing and focusing on the Arts as an economic development tourism strategy.
7. Prepare and develop more land for destination development and increase zoning for recreational, sports and education venues.



Partners

HOSPITALITY

- ◆ Butte College – EWD
- ◆ Chambers of Commerce
- ◆ Counties, Cities, Town
- ◆ Downtown Business Associations
- ◆ Explore Butte County
- ◆ NoRTEC
- ◆ Parks & Recreation Departments
- ◆ Recreation Associations
- ◆ Regional Destinations

5.3 Transformative Initiatives

Transformative initiatives concentrate on collaboration, leading to collective impact – Broadband; Infrastructure/Housing; I-5 Corridor; Education, Training & Talent Development Pipeline; and Forest Resiliency & Innovation.

Broadband

Broadband is essential infrastructure for cities and communities. Having high-speed internet connectivity has a major effect on business growth, retention, and attraction. Taking the leadership on broadband are Chico State North State Planning Collective's Broadband Consortia² and Rural County Representatives of California (RCRC).

Some key activities have already occurred in several of the region's communities, including broadband infrastructure assessment, outreach, and stakeholder awareness of the need for investment in fiber resources. California Advanced Services Fund (CASF) has approved some broadband infrastructure and the Phase I Auction of the Rural Digital Opportunity Fund

funded some bidders (private providers) in Butte, Glenn, and Tehama counties.

Additional resources are needed to fully expand and improve broadband in the region.

ACTIONS / BROADBAND

1. Continue to identify gaps in service, solutions for closing them and completing community master plans.
2. Support efforts related to the adoption of local policies that facilitate broadband deployment.
3. Support applications for broadband funding.
4. Support RCRC's initiative to pursue critical partnerships to develop financing opportunities for counties to bring robust, ubiquitous service that provides adequate capacity for residents, industry, educational partners, and health providers.

² Northeastern California Connect Consortium and Upstate California Connect Consortium

Partners

BROADBAND

- ◆ Counties, Cities, Town
- ◆ Northeastern California Connect Consortium
- ◆ NSPDC
- ◆ Private Providers
- ◆ RCRC
- ◆ Upstate California Connect Consortium



Remote rural areas and rugged mountainous terrain contribute to broadband challenges.

Infrastructure/Housing

Critical infrastructure and housing are needed for the region to recover from the pandemic and other disasters. Many of the communities are in need of infrastructure rehabilitation, upgrades, or new construction, such as the Town of Paradise's need for sewer and water after the Camp Fire.

ACTIONS / INFRASTRUCTURE/ HOUSING

HOUSING

1. Apply for CDBG-DR Economic Revitalization funding for workforce development to support reconstruction from disasters.
2. Support North State Planning and Development Collective's effort to acquire 3-D concrete house printer and training curriculum.
3. Support all regional efforts to increase housing supply at all levels.

TRANSPORTATION

4. Support transportation enhancements and connectivity along all major corridors in the region – I-5, highways 99, 70, 32, Skyway & 99.

5. Assist in applying for infrastructure improvements at key freeway exchanges along I-5 to open lands (non-ag) to the west of I-5 for business development.
6. Track California's \$11B allocation for road improvements, along with smaller bills on beautification and litter abatement.
7. Work with RCRC on applications and deployment of EV Stations in the region.

AIRPORTS

8. Support efforts to restore commercial air service to the Chico Municipal Airport.
9. Support improvements at the Orland Airport and Oroville Airport to continue to expand business locations.

SEWER & WATER

10. Support sewer and water improvements and new construction throughout the region.

I-5 CORRIDOR

11. Two Opportunity Zones are located along I-5 in Orland and Corning. The time is opportune to conduct a Distribution/Logistics feasibility study for sites along I-5 in Glenn and Tehama counties (see **Appendix H**).

Partners

INFRASTRUCTURE/HOUSING

- ◆ 3CORE
- ◆ Butte College – EWD
- ◆ Butte County Association of Governments
- ◆ CHIP
- ◆ Chico Builders Association
- ◆ Chico State, College of Engineering
- ◆ Construction Trades
- ◆ Counties, Cities, Town
- ◆ Glenn County Local Transportation Commission
- ◆ NSPDC
- ◆ Shasta College (Tehama Campus)
- ◆ Valley Contractor's Exchange

Forest Management & Restoration, Workforce Development and Wildfire Mitigation

Wildfire, drought, insects, and disease epidemics—pressures that are amplified by climate change—threaten our forests, watersheds, and communities. Since 2018 the region has had back-to-back mega-fires that have burned more than 23% of the area, destroyed over 25,000 structures, and displaced over 20,000 people.



In January the State of California released The Wildfire and Forest Resilience Action Plan to:

- ◆ Restore the health and resilience of California forests, grasslands, and natural places.
- ◆ Improve the fire safety of our communities.
- ◆ Sustain the economic vitality of rural forested areas.

However, these efforts will not succeed unless the hardest-hit subregions have the capacity to implement them. In the Butte-Glenn-Tehama region, multiple agencies currently work together on many projects, from prescribed burns and defensible space management to biomass utilization and stewardship, as well as the Butte College Utility Line Clearance

Unique Asset

BIG CHICO CREEK ECOLOGICAL RESERVE (BCCER) >>

For higher education and public policy, BCCER is a laboratory for best practices in forest management and fire prevention. As California faces new drought and climate driven challenges BCCER has the potential to be an **Innovation Hub in Forest Health**, training forest management professionals to meet the ecological and conservation challenges of the 21st century.

The 7,835-acre reserve of diverse canyon and ridge habitats is the CSU system's largest contiguous ecological reserve — an outdoor laboratory. Working with state and local agencies, BCCER offers a natural area for environmental research and education, collaboration on forest mitigation and best practices. Over 2,000 acres has CEQA compliance approval for vegetation management and is the only such reserve in California located next to a community burn scar (Camp Fire, Town of Paradise, 2018).

BCCER provides experiential learning for elementary through graduate students; delivering planning, compliance, monitoring, and Wild and Firefighter II certifications to undergraduates; and supporting an interdisciplinary master's degree in Wildland Management.

see: www.csuchico.edu/bccer/

Arborist and Pre-Inspector programs. However, the area still needs additional capacity for geospatial information sharing, formal chartered collaboration, and exponentially scaling up its forest health workforce. The region also needs to develop biomass utilization capacity and, until it does, it will continue to be constrained by one of the highest per-acre costs for forest thinning in the West.

Catastrophic fires will continue to devastate our communities, harm the environment, and destroy critical wildlife habitat and economies until the region can aggressively build capacity and programs to create jobs and reduce the cost of forest health treatments.

POTENTIAL SOLUTION

Despite not having a formal chartered collaborative, the partners have created a new Butte

County-specific Data Portal for collaborative mapping and tracking of projects which is to be continuously updated. Also nearing completion is a watersheds plan (“Butte Forests Plan”) compiled from the past two years of collaboration. The Butte Forests Plan integrates by design with the Butte County Data Portal and Butte Fire Safe Council WUI Action Plan.

The ingredients for a chartered collaborative are already in place. The need is significant, particularly to remove bottlenecks and increase workforce training. A resource unique to this region is the Big Chico Creek Ecological Reserve managed by Chico State. Nearly 8,000 acres of preserve forms an unparalleled outdoor laboratory utilized by students and faculty to perform cutting-edge research and receive hands-on experience in regenerative agriculture, habitat restoration and stewardship, as well as carbon sequestration and wildfire mitigation.



Forest health workforce.

The reserve could be a Wildlands Management Innovation Hub for Northern California creating the next generation of fire professionals, land managers and foresters with boots on the ground. Such a hub would add efficiency and build capacity, with the vision of a collaborative that is allocated consistent baseline funding each year to meet forest stewardship goals and entrusted by the state to implement the statewide Wildfire and Forest Resilience Action Plan goals.

ACTIONS / FOREST MANAGEMENT & RESTORATION, WORKFORCE DEVELOPMENT AND WILDFIRE MITIGATION

1. Encourage the formation of a chartered collaborative with all agencies and organizations participating.
2. Collaboratively fund a consultant or full-time position to lead and manage the collaborative and regularly update the existing Butte Forests Plan and master projects geospatial layer. This position could fall under the fiscal and HR oversight of a single entity but would need to report to the collaborative and not a single entity to ensure it is collaborative in its implementation.
3. Support applications for project and program funding, expand capacity and resources for workforce development, education and career pathway development, biomass development, wildfire mitigation and forest health management.
4. Glenn Resource Conservation District work with Butte College on possible education and training courses in the field of forestry.
5. Encourage regional efforts to pursue short-term and long-term landscape scale objectives around forest health, workforce development, and wildfire mitigation while positioning the region as a leader in ecological and conservation challenges of the 21st century.
6. Continue efforts with North State Forestry Collaborative, California Stewardship Council and Morgan Foundation on forest industry career pathways.

Partners

FOREST MANAGEMENT & RESTORATION, WORKFORCE DEVELOPMENT AND WILDFIRE MITIGATION

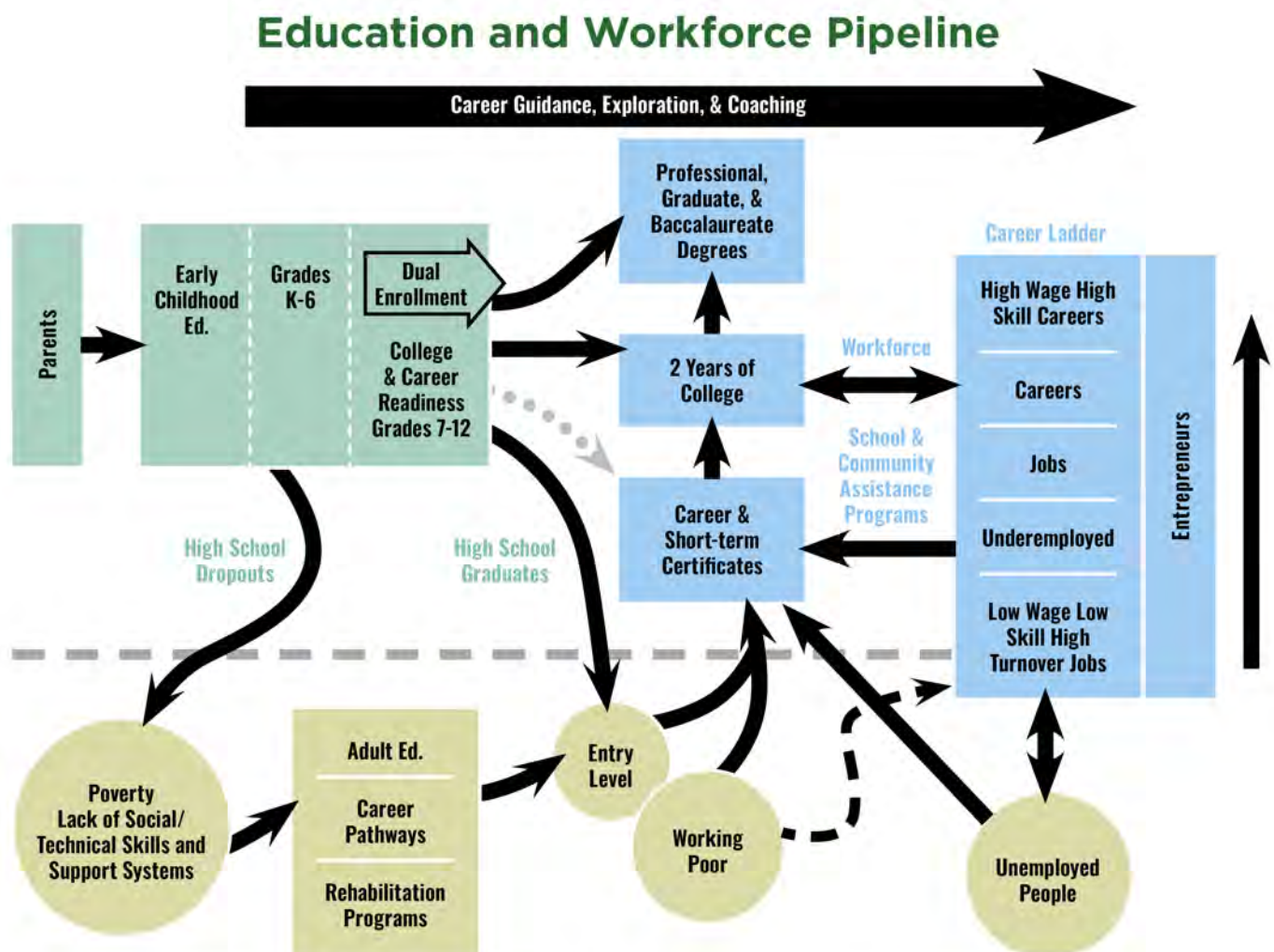
- ◆ Butte County Fire Safe Council
- ◆ Butte County Resource Conservation District/ Butte Prescribed Burn Assoc.
- ◆ Butte County Air Quality Management District
- ◆ Butte, Shasta, Feather River Colleges
- ◆ California Conservation Corps
- ◆ CalFire
- ◆ City of Chico
- ◆ County of Butte
- ◆ Chico State
- ◆ Feather River Ranger District
- ◆ Glenn County RCD
- ◆ County Offices of Education
- ◆ Mechoopda Indian Tribe
- ◆ Maidu Summit Consortium
- ◆ National Wildfire Coordination Group
- ◆ Paradise Recreation & Parks District
- ◆ Plumas Underburn Cooperative
- ◆ RCRC
- ◆ River Partners
- ◆ Sierra Nevada Conservancy
- ◆ Sierra Pacific Industries
- ◆ Tehama County RCD
- ◆ US Department of Agriculture
- ◆ US Bureau of Land Management (BLM)

Education, Training & Talent Development Pipeline

Creating jobs is not the constraint; employers in the three counties cannot fill current open job requisitions or find the skill levels in candidates to hire in all sectors, including education and government. Inability to fill these jobs will have dramatic consequences for economic output, and ability to capitalize

on the region's recovery. At the heart of recovery will be the ability to create a talent pipeline into the future.

A challenge heard often during the CEDS process, as it relates to existing and talent pipeline, was the bridge to continue school to a university or community college was well embedded into the system; however, the bridge from high school to employment or skills-based employment had a major gap for youth.



Adapted from Ed Morrison, Purdue University; Mark Peterson, University of Arkansas Division of Agriculture Cooperative Extension Service.

ACTIONS / EDUCATION, TRAINING & TALENT DEVELOPMENT PIPELINE

1. Encourage the convening of stakeholders to address the challenge(s) of both workforce shortages, employment pathways and the long-term talent pipeline.
2. Support development of an Upskilling Academy, serving multiple industry sectors, focused on creating pathways to employment for youth as well as advancement opportunities for incumbent workers. Industry needs will drive the Upskill Academy. Programs such as work-based learning and earn-and-learn will be implemented to meet industry needs.
3. Promote incumbent worker training programs as a key component of employee retention.
4. Support and collaborate on application to CDBG-DR for construction workforce funding programs including upskilling in known construction bottleneck trades – concrete finishing, mechanical, electrical and plumbing.
5. Support Chico State's new emphasis on recruiting youth from local communities as teachers, introducing a new teaching model and the new Teacher Residency Program, which is proving to retain teachers in the region.
6. Support a public-private makerspace and a Makerspace Credential Program to work with youth; offer camp makerspace exploration (ex: *Sonoma State*).



Students from three Tehama County high schools tour Sierra Pacific Industries, 2020.

Partners

EDUCATION, TRAINING & TALENT DEVELOPMENT PIPELINE

- ◆ Alliance for Workforce Development
- ◆ Butte College – EWD
- ◆ Chico State – College of Communication & Education
- ◆ Counties
- ◆ County Offices of Education
- ◆ NCCC
- ◆ NoRTEC
- ◆ Private Employment Agencies
- ◆ Tehama Job Training Center
- ◆ Shasta College (Tehama Center)
- ◆ Valley Contractor's Exchange

6.0 IMPLEMENTATION AND EVALUATION

3CORE CEDS Role

3CORE is the officially designated EDA District responsible for coordinating and convening stakeholders for updating, preserving, and reporting on the CEDS progress. As noted throughout the CEDS, there are complex regional challenges with multiple sectors and organization partnerships which will require regional collaboration for collective impact.

3CORE's main role is to convene stakeholders through the CEDS Committee to move multi-sector initiatives forward, support grant applications for viable programs and projects aligned with initiatives, promote resilience planning in each initiative, advance policy where possible and assist to mobilize and leverage resources among stakeholders.

CEDS Committee Role

The CEDS Committee, with support of 3CORE, is responsible for leading or identifying key leaders (champions), to convene initiative stakeholders to organize working groups around implementing actions.

Recommendations

1. Seed a “backbone” position within 3CORE for collaboration, coordination and assisting the CEDS Committee.

2. Form a “grant collaborative” to create a mechanism for joint/collaborative grant writing to maximize bringing resources and funding to the district for projects and programs.

Evaluation

The evaluation framework measures how we are doing and what can we do better. 3CORE established a comprehensive regional dashboard³ to track progress and measure outcomes on critical metrics. The dashboard is updated as new data is available.

The CEDS implementation will also be evaluated on an annual basis, culminating in an annual report. Annual evaluation would happen at three levels:

- ◆ Evaluating the region's progress toward goals and changes in the baseline metrics.
- ◆ Evaluating regional collaboration on Foundational and Industry Sector Initiatives.
- ◆ Evaluating progress on Transformative Initiatives.

The annual evaluation process will involve the CEDS Committee, and the key stakeholders involved in the CEDS planning and implementation. Quantitative and qualitative measures will be used to measure progress toward overall goals and toward specific projects and initiatives. Involving the CEDS Committee and the key stakeholders in the evaluation framework will assist in guiding adjustments as needed and continue to encourage collaboration for collective impact.

³ 3coreedc.org/regional-snapshot/

7.0 PUBLIC ENGAGEMENT: CEDS COMMITTEE

The 2022-27 3CORE CEDS was developed with engagement and input facilitated through Zoom meetings with groups, individuals and the CEDS Committee.

Over the course of the four-month process, a team conducted a comprehensive review of the regional economy, workforce, and labor markets, collected input from more than 100 stakeholders and employers, and prepared Stakeholder Profiles for over 30 stakeholders actively working on projects aligned with vision and goals. Based on the stakeholder input and their existing work efforts aligned with regional goals, the three strategic initiatives were drafted for further review with stakeholders: *Foundational Initiatives, Industry Sector Initiatives and Transformative Initiatives.*

The three initiatives were reviewed with stakeholders for final input and the draft CEDS was reviewed by the CEDS Committee for approval. The region's ten jurisdictions provided priority capital improvements projects. The CEDS Committee met via Zoom and in-person meetings to review and comment on the CEDS vision, goals, guiding principles, action plan framework, working papers (which were all distributed through a web-shared workspace) and the final CEDS draft. Final draft CEDS was posted for public review and transmitted to all jurisdictions in the region.

3CORE will continue to coordinate CEDS Steering Committee meetings, convene stakeholders around initiatives and assist members with implementation of local economic development projects.

2022-27 3CORE District CEDS Committee

- ◆ James Brock, Farmelot
- ◆ Andrea Campos, NoRTEC
- ◆ Candy Carlson, County of Tehama
- ◆ Pete Carr, City of Orland
- ◆ Andrew Christ, Insurance
- ◆ Courtney Farrell, North State Collective
- ◆ Sierra Grossman, Sierra Nevada Brewery
- ◆ Dennis Ivey, Private Consultant
- ◆ Sandy Linville, Stratti
- ◆ Jennifer Macarthy, City of Chico
- ◆ Kristina Miller, City of Corning
- ◆ Mark Orme, City of Chico
- ◆ Seana O'Shaughnessy, CHIP
- ◆ Don Rust, County of Glenn
- ◆ Mayo Ryan, North State Huling
- ◆ Toni Scott, Morrison Company
- ◆ Katie Simmons, County of Butte
- ◆ Eric Smith, Oroville Chamber
- ◆ Audrey Taylor, Chabin Concepts
- ◆ Katy Thoma, Chico Chamber
- ◆ Jovanni Tricerri, North Valley Community Foundation
- ◆ Linda Zorn, Butte-Glenn Community College

Stakeholders and Contributors

County, Cities, State, Federal

- **Butte County**, Supv Kimmelshue
- **Butte County**, Katie Simmons, Casey Hatcher
- **Butte County Ag Commissioner & UC Cooperative Extension**
- **City of Chico**, Jennifer Macarthy
- **City of Corning**, Kristina Miller
- **City of Oroville, Oroville Economic Development Team**
- **Glenn County**, Don Rust
- **Town of Paradise**, Kevin Phillips, Colette Curtis
- **Tehama County**, Supv. Carlson and Williams
- **RCAC**, Juanita Hallstrom, Robert Longman
- **RCRC**, Barbara Hayes
- **USDA, Business & Cooperative Programs**, Dan Johnson

Workforce & Training

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- **Glenn County**, Christine Zoppi
- **GMI**, Liz Pankhurst
- **NCCC**, Cindy Newton
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- **Tehama Job Training Center**, Kathy Schmitz, Carrie Ferchaud, Kathy Garcia

Education

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- **Butte County Office of Education**, Mary Sakuma
- **CSU Chico**, President Gayle Hutchinson
- **CSU Chico**, Megan Kurtz
- **CSU Chico, Ecological Reserve**, Eli Goodsell
- **CSU Chico, Communication & Education**, Dr. Angela Trethewey Shasta College, Becky Roe, Angela Cordell, Dr. Fields
- **North Far North**, ICT-DM, Wendy Porter
- **North State Planning & Development Collective**, Courtney Farrell

Business/Economic Development

- **3SCORE**, Patty Hess, Marc Nemanic, Luis Moreno, Brett Sanders
- **Butte College Small Business Development Center (SBDC)**, Sophie Konuwa
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- **Chambers of Commerce**, Katy Thoma, Monica Nolan, Dave Gowan

Businesses

- **Butte Construction Company**, Nick Starnes
- **Butte-Glenn Medical Society**, Kristy Bird MaKieve
- **Cal Plant 1**, Jerry Uhland
- **Chico News & Review**, Evan Tuchinsky
- **Enloe Hospital**, Jolene Frances, Mike Wiltermood
- **Farmers Brewing**, Bill Weller
- **Graphic Packaging**, Wade Meith
- **Guillon Inc.**, Bill Brouhard
- **Healthy Rural California**, Gretchen Bender
- **North State Hulling**, Mayo Ryan
- **North Valley Ag Services**, Barry Powell, Mark Pierce
- **Northern California National Bank**, Todd Lewis
- **Partnership Health Plan of California**
- **RGA**, Matt Gallaway
- **Safepath Products**, Tim VanDerheiden
- **Sierra Nevada**, Sierra Grossman
- **Stoble Coffee Roasters**, Matt and Melissa Thiede
- **Transfer Flow**, Bill Gaines
- **Urban Builders**, Tom DiGiovanni

Housing

- **Butte County Housing Authority**, Ed Mayer
- **Chico Builders**, Kate Leyden

- **Community Housing Improvement Program (CHIP)**, Seana O'Shaughnessy
- **Glenn and Tehama counties and cities**
- **Valley Contractor's Exchange**, Amy Rohrer, Chelsea Irvine

Community Organizations

- **Butte County Local Food Network**, Pamm Larry
- **Butte County Continuum of Care**, Don Taylor
- **Boys & Girls Club**, Rashell Brobst
- **Community Foundation of North State**, Kerry Caranci
- **Everybody, Healthy Body**, Kathy Carpenter, Linda Zorn
- **Explore Butte County**, Caroly Denero
- **Feather River Recreation District**, Shawn Rohrbacker
- **Jesus Center**, Laura Cootsona
- **North Valley Community Foundation**, Giovanni Tricerri
- **Paradise Art Theater Cultural Hub**
- **Paradise Parks & Recreation District**, Dan Efseaff
- **Rebuild Paradise Foundation**, Charles Brooks
- **Regenerating Paradise**, David Zink
- **TriCounty Community Action Partnership**, Jody Samons
- **Upper Ridge Community Council**, Chris Rauen

Environment & Resiliency

- **Butte County Fire Safe Council**, Jim Houtman
- **Butte County Resource Conservation District**, Wolfgang Rougle
- **Glenn County Resource Conservation District**, Kandi Manhart-Belding
- **Tehama County Resource Conservation District**, John Barrett
- **Toulumne County**, Cole Przybyla

Tribes

- **Mechoopda Tribe**, Patrick Spilman
- **Paskenta Tribe**, Damon Safranek
- **Tyme Maidu Tribe Berry Creek**, Jennifer Santos

APPENDIX

- A.** Economic Conditions
- B.** SWOT Analysis
- C.** Industry Sectors
- D.** Initiative Planning Maps
- E.** Stakeholder Profiles
- F.** Dr. Eyler: “State of the Recovery”
- G.** Capital Projects
- H.** Opportunity Zone Prospectus
- I.** Reference Documents



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