



**“This is where you  
want to be!”**

*A Strategic Plan for  
Economic Growth in Yuba  
County*

Prepared for:  
Yuba County Water Agency

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# THE VISION

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## Introduction

The Yuba Water Agency is pleased to sponsor this economic strategic plan on behalf of all the communities in the county. The Vision presented in this document is intended to be aspirational. For each topic area, it begins with what the County has and then goes on to express what could be in the future. The Broad Strategy following the vision outlines a rough sequence of steps that can work to bridge the gap between current reality and the aspirational vision. For several areas, further research is needed to evaluate the feasibility of proposed actions.

For our families, individuals, businesses and all who contribute their energy to making Yuba County what it is and what it will be, THANK YOU. Help us as we and others celebrate and invest in Yuba County. This is where you want to be!!

## Vision

*Yuba County is a world class economy featuring career and investment opportunities based on its wealth of water resources, energy production, rich agricultural lands, excellent recreation and entertainment opportunities, natural and historical attractions, state of the art communications, efficient utilities and circulation infrastructure, and technology clusters.*

*The Yuba County education system provides 21<sup>st</sup> century labor force, featuring not only superior K-12 schools and early education programs, but also well targeted career technical education, community college degrees and certificates as well as 4-year and graduate degree programs through Cal Poly Marysville, the newest addition to the CSU system.*

*The County's technology clusters are supported by an extensive fiber optic grid and are integrated with aerospace and defense systems at Beale AFB as well as leading computer and chip manufacturers in Placer County, biotech firms in Solano County, agricultural technology firms in Yolo County as well as Silicon Valley firms. The County is a center for research in water and energy systems technology.*

*Yuba County is an exciting place to live and work. It offers a wide range of housing opportunities from entry level workers to top executives. It's rivers and reservoirs are widely accessible and offer great recreation as well as enriching opportunities to view and learn about wildlife, natural history and early California history. The County is home to world class entertainment venues that provide endless activities for our residents.*

*Local government bodies coordinate across jurisdictional lines to provide very high levels of service at efficient cost. Public-private partnerships operate at a high level to support business expansion, community prosperity and a higher quality of life.*

# LABOR FORCE AND BASELINE JOB PROJECTIONS

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Much of the focus in the economic strategy is on education and workforce development as that is a critical element of attracting new jobs and also ensuring that local residents gain the benefit of growing employment opportunities. Several important benchmarks and trends are outlined below, followed by baseline job projections. This future growth baseline reflects the new development of the Hard Rock Casino and Hotel, but does not otherwise reflect the economic opportunities identified in the strategic plan. As further research and implementation efforts occur, Yuba County can begin to quantify the job growth and other economic benefits of the strategic plan action items.

## Demographics

- Yuba County has a labor force participation of about 30,900 residents age 16 and over. This represents a participation rate of about 57 percent, which is below the statewide and national averages (63.3 percent).
- The median household income for Yuba County (\$51,800) is below the state (\$67,200) and national (\$57,700) for the five-year period between 2013 and 2017.
- Educational attainment for Yuba County shows about 15.5 percent of the population 25 to 64 years of age with at least a bachelor's degree, which is less than half the proportion for both California and the US. The majority of the Yuba County population has completed high school and/or some college with no degree (56.1 percent). The proportion of the population without a high school diploma for Yuba County (17.5 percent) is slightly higher than the statewide average (16.7 percent), and significantly higher than the national average (11.4 percent).

## Employment

- Between 2008 and 2018, Yuba County's job base increased from about 17,100 to 17,900 positions with a CAGR of 0.5 percent (Table 1). This was less than half of the statewide growth trend during this time, which saw a CAGR of 1.1 percent.
- The largest numerical job growth occurred in health care and social assistance, which added 1,500 jobs. This means that the rest of the county economy lost employment overall. Other sectors that added more than 100 jobs during this time include construction, retail trade,

accommodations and food service, and arts/recreation. Sectors that lost 100 jobs or more include agriculture, transportation and warehousing, information, other services, and public administration.

**Table 1: 2008-2018 Jobs Trends and 2018 job concentration and Average Wages, Yuba County**

Industry	NAICS	2008 Jobs	2018 Jobs	2008-2018 Job Change	2008-2018 Percent Change	2018 Location Quotient	2008-2018 Shift-Share	2018 Avg Ann Wages per Worker
<b>Total - All Industries</b>	<b>Total</b>	17,125	17,916	791	4.6%	1.00	-7.4%	\$51,356
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	1,068	779	-289	-27.1%	1.78	-35.0%	\$41,064
<b>Mining, Quarrying, and Oil and Gas Extrac.</b>	<b>21</b>	172	83	-89	-51.7%	3.98	-28.7%	\$88,482
<b>Utilities</b>	<b>22</b>	398	392	-6	-1.5%	3.61	2.1%	\$73,349
<b>Construction</b>	<b>23</b>	720	1,026	307	42.6%	1.14	33.1%	\$57,655
<b>Manufacturing</b>	<b>31</b>	684	702	18	2.6%	0.52	9.3%	\$60,226
<b>Wholesale Trade</b>	<b>42</b>	199	242	43	21.5%	0.34	22.4%	\$48,436
<b>Retail Trade</b>	<b>44</b>	1,495	1,639	144	9.6%	0.94	6.9%	\$31,104
<b>Transportation and Warehousing</b>	<b>48</b>	832	510	-322	-38.7%	0.70	-65.3%	\$49,150
<b>Information</b>	<b>51</b>	246	131	-116	-46.9%	0.24	-58.3%	\$48,235
<b>Finance and Insurance</b>	<b>52</b>	225	154	-72	-31.9%	0.27	-27.0%	\$45,762
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	120	132	12	10.0%	0.43	3.2%	\$46,429
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	727	637	-90	-12.4%	0.48	-31.2%	\$53,113
<b>Management of Companies and Enterprises</b>	<b>55</b>	40	82	42	104.0%	0.31	81.0%	\$29,358
<b>Administrative and Support and Waste Management and Remediation Services</b>	<b>56</b>	466	470	5	1.0%	0.40	-18.2%	\$43,574
<b>Educational Services</b>	<b>61</b>	2,705	2,656	-49	-1.8%	1.77	-6.0%	\$44,874
<b>Health Care and Social Assistance</b>	<b>62</b>	1,977	3,507	1,530	77.4%	1.34	15.9%	\$50,315
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	153	286	133	87.4%	0.75	72.7%	\$19,427
<b>Accommodation and Food Services</b>	<b>72</b>	1,042	1,352	310	29.8%	0.77	1.1%	\$17,836
<b>Other Services (except Public Administration)</b>	<b>81</b>	579	219	-360	-62.2%	0.39	-34.0%	\$35,743
<b>Public Administration</b>	<b>92</b>	3,235	2,896	-339	-10.5%	3.35	-10.0%	\$72,896
<b>Unclassified</b>	<b>99</b>	39	20	-19	-49.4%	0.67	9.5%	\$32,218

Source: JobsEQ®

Note: Jobs only include covered employment. Figures may not sum due to rounding.

- The unemployment rate in Yuba County was 6.6 percent as of August 2019. This is higher than the seasonally adjusted rates for both California (4.1 percent) and the US (3.8 percent).
- Year-over-year wage growth for 2019Q2 shows Yuba County had a 4.0 percent average wage growth over the four preceding quarters. This wage growth was slightly lower than for California as a whole (4.3 percent), but higher than the national average (3.6 percent). The average annual salary for Yuba County (\$50,800) was lower than both the statewide (\$68,649) and national (\$57,025) averages.

## **Economic Roles**

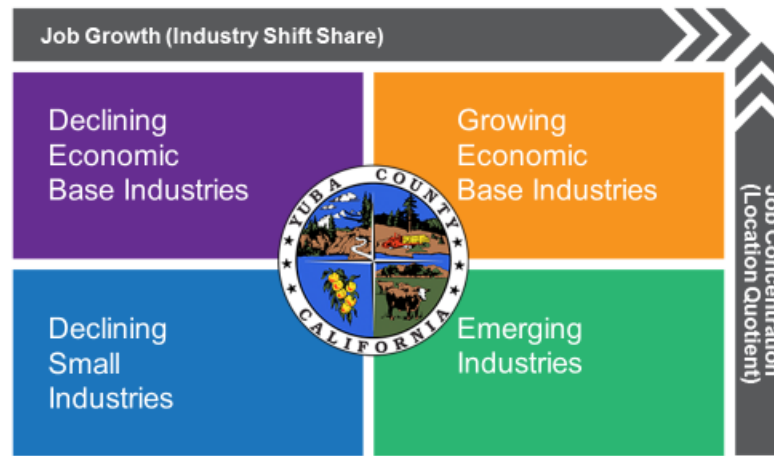
It is useful to analyze trends in the county economy in terms of their importance to the job base and their growth or decline relative to similar industries statewide. Large economic base industries that are highly concentrated in Yuba County have the most impact on job opportunities. As depicted in the chart below, industries in the upper right hand quadrant that are both large and growing should receive substantial attention to ensure that business conditions remain conducive to their continued expansion. However, it is also important to address issues for those in the upper left hand quadrant that are large but have seen job declines. If the declines continue the job impacts can be severe. Finally, smaller industries that are exceeding growth trends statewide (lower right hand quadrant) are interesting from an economic development perspective because they may signal emerging trends in new business development that represent the economy of the future.

## **Growing Economic Base Industries**

The largest (100 jobs or more) Yuba County industries with positive job growth between 2008 and 2018, and high concentration of employment include the following sectors: specialty trade contractors (NAICS 238), transit and ground transportation (NAICS 485), waste management (NAICS 562), hospitals (NAICS 622), social assistance (NAICS 624), general government support (NAICS 921), administration of human resource programs (NAICS 923), administration of environmental quality programs (NAICS 924), and national security (NAICS 928) (see Appendix Table 1 for detailed job trends at the three digit NAICS level).

These industries represent the segments of the economic base of the County that have provided the largest job growth over the past ten years. Combined, these sectors added 2,108 in Yuba County between 2008 and 2018.

## Target Industry Analysis: Industry Classifications



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### Declining Economic Base Industries

The largest Yuba County industries with negative job growth between 2008 and 2018, and high concentration of employment include crop production (NAICS 111), heavy construction (NAICS 237), wood product manufacturing (NAICS 321), nonmetallic mineral product manufacturing (NAICS 327), educational services (NAICS 611), justice/safety programs (NAICS 922), and administration of economic programs (NAICS 926).

While these industries are highly concentrated in Yuba County, they lost a combined total of 872 jobs between 2008 and 2018. In addition, utilities (NAICS 221) and wood product manufacturing (NAICS 321), which have high concentration levels, also had small job losses.



## Emerging Industries

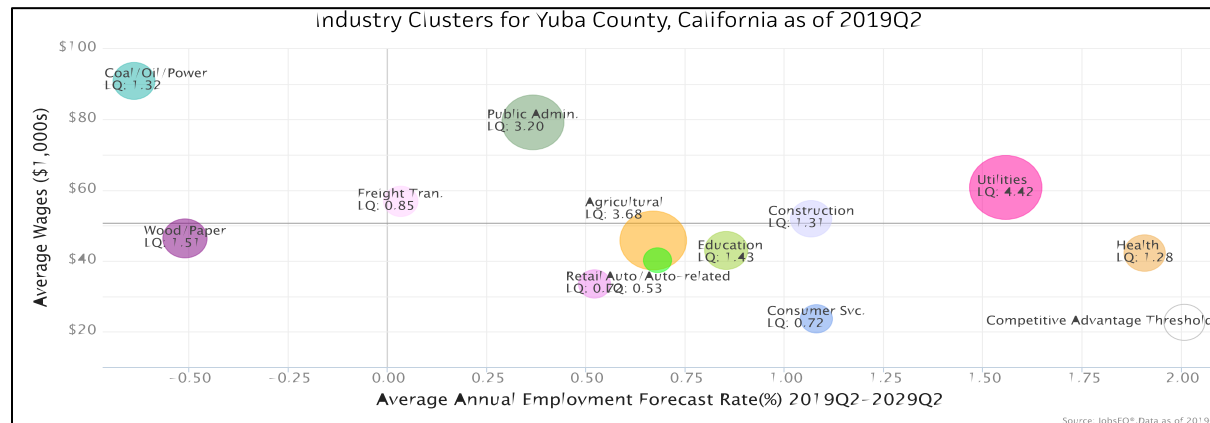
Some of the less concentrated smaller business sectors in Yuba County did have positive job growth between 2009 and 2018: durable goods merchant wholesalers (NAICS 423), real estate (NAICS 531), ambulatory health care services (NAICS 621), amusement and recreation (NAICS 713), accommodation (NAICS 721), food service (NAICS 722), and repair and maintenance services (NAICS 811).

Significantly, this reflects growth in the health care and visitor-serving sectors of the economy.

## Industry Clusters

Among the EDA-defined industry clusters, Yuba County has over 100 jobs and a high employment concentration in the following clusters: aerospace vehicles and defense; construction products and services; and wood products. According to JobsEQ, Yuba County's most prominent clusters are as follows: utilities, public administration, and agriculture. The highest growth rates are projected for health, utilities and construction.

**Figure 1: Industry Clusters in Yuba County**



Source: JobsEQ®

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q4 with preliminary estimates updated to 2019Q2. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.



## **Occupations**

As of 2019Q2, the largest occupational groups in Yuba County are education (25-0000), health care practitioners (29-0000), food preparation and serving (35-0000), personal care and service (39-0000), sales (41-0000), office and administrative support (43-0000), and construction (47-0000). Each of these occupational groups have at least 1,000 workers working in Yuba County (Table 2).

During the 10-year period between 2009Q2 and 2019Q2, the occupational groups with at least 100 new jobs include health care practitioners (29-0000), food preparation and serving (35-0000), personal care and service (39-0000), sales (41-0000), and construction (47-0000). Health care practitioners had the most net gain in jobs with 511 new positions during this period.

## **Projected Growth**

The projected 10-year job growth for Yuba County shows about 3,300 new jobs, with a CAGR of 1.7 percent during this time (Table 3). This is nearly double the rate as the statewide 10-year job growth projection, which shows a CAGR of 0.9 percent. Nearly half of the projected county job growth is due to the Hard Rock Hotel and Casino.

The industries with a net growth of at least 100 jobs include construction, educational services, health care and social assistance, arts and entertainment, accommodations and food service, and public administration. Accommodations and food service shows the highest growth and more than 1,100 jobs, followed by health care and social assistance with over 700 new jobs.

The occupations with the largest projected 10-year net increase through 2029Q2 are personal care and service, education, and health care practitioners. Each of these major occupational categories is projected to add at least 200 new jobs. Projections for detailed occupations in Yuba County are provided in Table A-2 in the Appendix. Table A-3 shows the fastest growing occupations in the four-county region including Yuba, Sutter, Placer and Sacramento counties.

**Table 2: Occupational Distribution, Educational/Training Requirements and Forecasted Growth for Jobs in Yuba County**

SOC	Occupation	Jobs in Yuba County								Overall Occupation <sup>1</sup>		
		Short-term OJT, no exp, no award	Moderate-term OJT, no exp, no award	Long-term training, no exp, no award	Previous work exp, no award	2-year degree or cert	BA degree	Post-graduate degree	Total Empl	Avg Ann Wages	Forecast Ann Growth	Un-empl Rate
11-0000	Management Occupations	-	-	-	304	3	632	48	987	\$107,700	1.1%	2.2%
13-0000	Business and Financial Operations	-	17	37	1	1	941	-	997	\$71,200	0.9%	4.4%
15-0000	Computer and Mathematical	45	-	-	-	24	272	13	354	\$84,100	1.1%	4.3%
17-0000	Architecture and Engineering	-	5	-	-	69	209	-	284	\$91,100	0.8%	4.2%
19-0000	Life, Physical, and Social Science	-	-	-	-	54	111	76	240	\$74,400	0.8%	4.4%
21-0000	Community and Social Service	70	-	-	-	-	234	173	477	\$57,800	1.3%	3.6%
23-0000	Legal	-	3	-	-	44	1	114	162	\$99,300	0.8%	2.7%
25-0000	Education, Training, and Library	359	-	-	24	110	1,255	186	1,933	\$65,600	1.0%	5.0%
27-0000	Arts, Design, Entertainment, Sports, and Media	14	12	27	0	6	91	-	150	\$66,800	0.6%	3.8%
29-0000	Healthcare Practitioners and Technical	-	71	3	-	425	779	295	1,573	\$96,600	1.3%	2.4%
31-0000	Healthcare Support	95	15	-	-	298	-	-	407	\$35,400	1.6%	4.6%
33-0000	Protective Service	233	224	-	81	74	2	-	614	\$56,600	1.6%	3.8%
35-0000	Food Preparation and Serving Related	1,139	7	-	192	3	-	-	1,341	\$26,800	4.8%	9.6%
37-0000	Building and Grounds Cleaning and Maintenance	418	15	-	51	-	-	-	484	\$32,900	1.9%	8.1%
39-0000	Personal Care and Service	888	12	-	39	66	-	-	1,004	\$27,400	4.8%	6.8%
41-0000	Sales and Related Occupations	826	235	-	189	-	23	-	1,273	\$35,000	1.3%	8.1%
43-0000	Office and Administrative Support	1,539	594	-	220	18	2	-	2,373	\$40,500	0.9%	5.0%
45-0000	Farming, Fishing, and Forestry	432	75	-	22	-	7	-	536	\$29,300	0.4%	11.2%
47-0000	Construction and Extraction	194	201	531	96	-	-	-	1,022	\$57,300	1.1%	9.0%
49-0000	Installation, Maintenance, and Repair	45	202	124	43	160	-	-	574	\$50,700	0.8%	4.2%
51-0000	Production Occupations	42	366	123	43	3	-	-	578	\$44,100	0.0%	6.2%
53-0000	Transportation and Material Moving	574	123	1	59	165	2	-	924	\$40,100	0.8%	7.9%
00-0000	Total - All Occupations	6,915	2,176	847	1,363	1,522	4,561	904	18,289	\$55,300	0.9%	6.4%

Source: JobsEQ®

Data as of 2019Q2 unless noted otherwise; only includes covered employment.

Note: Figures may not sum due to rounding.

1. "Overall occupation" characteristics refer to attributes across all individuals in those occupations, not just those limited to the demographic categories shown in this table.

**Table 3: Projected Job Growth 2019-2029, Yuba County**

Industry	NAICS	2019 (Q2) Jobs	2029 (Q2) Projected Jobs	10-Year Job Change	Percent Change
<b>Total - All Industries</b>	<b>Total</b>	18,289	21,594	3,305	18.1%
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	777	808	31	4.0%
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>21</b>	85	81	-4	-4.7%
<b>Utilities</b>	<b>22</b>	384	399	15	3.9%
<b>Construction</b>	<b>23</b>	1,197	1,348	151	12.6%
<b>Manufacturing</b>	<b>31</b>	696	676	-20	-2.9%
<b>Wholesale Trade</b>	<b>42</b>	261	261	0	0.0%
<b>Retail Trade</b>	<b>44</b>	1,669	1,766	97	5.8%
<b>Transportation and Warehousing</b>	<b>48</b>	512	536	24	4.7%
<b>Information</b>	<b>51</b>	132	132	0	0.0%
<b>Finance and Insurance</b>	<b>52</b>	152	162	10	6.6%
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	158	184	26	16.5%
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	625	717	92	14.7%
<b>Management of Companies and Enterprises</b>	<b>55</b>	81	88	7	8.6%
<b>Administrative and Support and Waste Management and Remediation Services</b>	<b>56</b>	473	551	78	16.5%
<b>Educational Services</b>	<b>61</b>	2,679	2,922	243	9.1%
<b>Health Care and Social Assistance</b>	<b>62</b>	3,570	4,326	756	21.2%
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	283	837	554	195.9%
<b>Accommodation and Food Services</b>	<b>72</b>	1,335	2,452	1,117	83.6%
<b>Other Services (except Public Administration)</b>	<b>81</b>	218	233	15	6.9%
<b>Public Administration</b>	<b>92</b>	2,985	3,096	111	3.7%
<b>Unclassified</b>	<b>99</b>	17	19	2	11.8%

Source: JobsEQ®

Note: Jobs only include covered employment. Figures may not sum due to rounding.

# THE BROAD STRATEGY

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The strategy encompasses four broad areas: Infrastructure Expansion; Education and Workforce Development; Tourism and Hospitality; and, Technology Clusters. Within these areas, specific action items address foundational issues and current market opportunities. The time frame for implementation will be longer for foundational issues such as workforce development, housing growth and some of the larger infrastructure improvements, but other market opportunities such as tourism attraction and expansion of Beale technology commercialization can occur in a shorter time frame, given existing efforts already underway.

Challenges facing Yuba County are interrelated and will need to be addressed incrementally on several fronts before progress can be made. Yuba County has and will attract investment which will come easiest from supporting new development. New development will also help to expand housing opportunities, attracting a broader labor force to the County. There is a need for housing at all levels of the market but particularly for executive housing, to help increase the commitment of entrepreneurs and senior business managers to the County. At the other end of the spectrum, homelessness severely affects the county and has workforce training implications as well as housing. However, housing demand is constrained by the local education system, with some Yuba workers opting to commute in from Placer and Sacramento counties to gain better schools for their families. Although much of the critical infrastructure is in place in Yuba County, in some areas planned infrastructure expansions still need some years to be completed.

## Infrastructure Expansion

Much of the development momentum currently emanates from the south as the Sacramento Metropolitan area expands. This creates near term opportunities for growth in Wheatland and also affects the expansion of the County Sports and Entertainment Zone. However, the access routes into the County form bottlenecks that impede workers and visitors to get to housing and business locations within the County.

**Action:** Implement SR 65 bypass at Wheatland and further expansion/reroute of SR 70, particularly through Marysville.

Other infrastructure must also be expanded to accommodate growth. In some cases, past efforts to fund infrastructure have resulted in unrealistic debt levels on planned subdivisions. While the County receives kudos on its customer service, permit streamlining and overall cost of doing business, there is also concern in the development community that the multiple local agencies with jurisdiction over large areas of the County create higher fees.

**Action:** Find ways to restructure existing infrastructure debt to release additional areas in Plumas Lake for development.

**Action:** Design regional solutions for water and wastewater services that can lower development and operations costs, including extending services to Beale AFB and the City of Wheatland.

**Action:** Evaluate further consolidation of local government jurisdictions and services.

**Research Effort:** This task would evaluate the sum total of development impact fees, connection fees, assessments and taxes facing developers and property owners in the unincorporated area as well as the two cities. The analysis would identify differences in costs for service in different locations in the County. It would address the changes in tax burden and potential levels of municipal services with annexation of some areas by Marysville and Wheatland as well as consolidation of services among the special districts.

In the center of the County, the planned expansion of Rideout/Adventist Hospital creates another impetus to development and investment.

**Action:** Identify sites within Marysville to redevelop into multi-family housing for hospital personnel and other professionals working in the area.

## Education and Workforce Development

Another impediment to attracting labor and expanding the housing market is the local school system. Many professionals working in Yuba County choose to live in Placer or Sacramento counties to find better schools for their families.

**Action:** Develop avenues to invest in enrichment programs for local schools, beginning with supplemental STEM curricula oriented to water resources. This could provide a basis for enhancing instruction in math, hydrology, biology, geology and engineering.

**Action:** Develop post-secondary education and training programs in water technology, forestry management, and agricultural technology.

**Action:** Develop a Beale AFB Youth Education Program similar to the MIT Beaver Works Summer Institute developed by Dr. Robert Shin, to provide exposure to Yuba County youth of technology related to the mission at Beale AFB. This could include autonomous vehicles, autonomous cognitive assistance, remote sensing, and other related applicable STEM research.

**Research Effort:** Prepare an industry analysis and labor market projection to identify future leading industries and areas of occupational demand to inform development of career technical education curricula and apprenticeship programs among other post-secondary educational approaches.

**Action:** Assist school districts to replace water fixtures to improve water efficiency, thereby freeing funds for other programs.

**Action:** Develop a countywide Water Conservation Program for both residential and public facilities.

**Action:** Approach California State University System to ascertain location requirements for a new Cal Poly campus.

**Research Effort:** Part of YWA's mandate is to further education opportunities in water related professional and related STEM fields. We are aware that the CSU system has been considering establishing an additional Cal Poly campus. Under this task, we would ascertain the current status of those plans, and attempt to identify CSU's planning criteria for determining the Cal Poly location. If the location criteria can be identified, the consultant would develop a brief evaluation of Yuba's relative positioning for the campus and what steps would be needed to raise the County into top position for CSU consideration.

## **Tourism, Hospitality and Entertainment**

The construction of the Hardrock Casino and Hotel as well as the presence of the Amphitheater create near term investment opportunities.

**Action:** Evaluate the market for other major attractions in the Sports and Entertainment Zone in collaboration with Hard Rock, Enterprise Rancheria, and other nearby property owners.

**Research Effort:** With the completion of the Hardrock Casino and Hotel, there is momentum to attract additional entertainment uses to the Sports and Entertainment Zone area. During the interviews, ideas for additional uses such as Cal Expo, the County Fairgrounds, a water park, music recording studios and more lodging have surfaced. Several of these uses and other potential uses would require water and wastewater services and potentially affect storm water runoff in this area. This task would develop market data and preliminary feasibility evaluations for these ideas and others that would be complementary to the casino and amphitheater, including leveraging the County airport to increase visitor travel into the County.

In addition to expanding the regional circulation infrastructure mentioned above, the County could also enhance its other recreation, entertainment and cultural assets to create opportunities for lengthening visitor stays and spreading visitor spending to other parts of the County, particularly Marysville.

**Action:** Explore opportunities to increase access and support facilities to the Yuba and Feather Rivers for kayaking, hiking, biking, and other nature activities.

**Research Effort:** YWA is planning a Water Education Center and a public access board walk, among other improvements, along a stretch of the Yuba River. In discussions with other parties pursuing river access projects, it is apparent that a number of opportunities may exist to create an interconnected system of public open space and river access both on the Yuba and also the Feather River. This task would engage the public agencies with jurisdiction over key properties, such as TRLIA, to evaluate the process and costs that would be involved in opening new areas to public recreation and general access.

**Action Steps:**

1. Form a working group including county representatives as well as both cities, tourism representatives, YWA and River Partners
2. Review and align county and city parks master plans to identify common regional elements
3. Monitor upcoming State Proposition 68 funding rounds to determine which projects are suitable for funding applications

**Action:** Create a masterplan for the rejuvenation of Ellis Lake as a means to activate this central area of Marysville.

**Action:** Explore the market for country western and popular music recording studios and support facilities. There is reason to believe a vacuum for such facilities exists as the Nashville and LA recording markets have become saturated. In addition, the emergence of local artists such as Tyler Rich, and the growing demand for live performance venues such as the Event Music Festival at Peach Tree and the Toyota Amphitheater warrant further exploration of this unique opportunity.

**Action:** Analyze the feasibility and benefit of establishing a film commission to attract more film production and scene making to the County.

**Research Effort:** Yuba County rivers and watershed areas not only provide a valuable resource but also potentially a spectacular backdrop for film making. Some counties with film commissions have attracted millions of dollars in spending from film companies utilizing natural and



historical features within their communities to make films or TV productions. The Chamber of Commerce has already identified this initiative as a desirable goal for Yuba County. This task would provide technical assistance in identifying the procedural steps and costs in establishing and operating a film commission, as well as researching the potential market for film making activity in Yuba County.

**Action:** Create an investment plan for Yuba County Airport to enhance visitor travel and business development. Market the Opportunity Zone potential.

**Action:** Exploit the region’s high water quality and abundant supply to attract microbreweries into Marysville.

**Action:** Identify opportunities to expand visitor attractions in the foothills as part of an overall enhancement of outdoor recreation and historical and cultural tourism. For example, explore the opportunity to consolidate the Forbestown Museum into Brownsville to help increase the critical mass of visitor attractions in that area.

## Technology Clusters

Efforts in the past to capitalize on aerospace and defense technologies at Beale have not produced measurable increases in business activity in Yuba County, but new opportunities exist that should be explored. Ultimately, technology business development will only happen if superior broadband infrastructure and a talented labor pool exist to support it. YWA may be able to jump start the process by creating a center for water and energy technology research and development. This a big resource in the County and there are major markets for such technology throughout California and the entire western US. Other such centers exist, such as the International Center for Water Technology at Fresno State, so additional research would be needed to determine the unique niche a center in Yuba could provide.

**Action:** The county Planning Department is currently performing an assessment of existing broadband infrastructure in Yuba County to determine where fiberoptic lines are available and the level of service. Previously, the County Library has received and implemented a grant to install high speed broadband.

**Research Effort:** Emergency response in case of flooding and other disasters requires redundancy in the communications network as well as adequate capacity to handle elevated volumes of data and messaging. Fiberoptic capacity is also a basic infrastructure for research and development firms who may wish to locate in the County, particularly if the County can create a water and energy research hub to complement its water education center. Based on the findings of the County’s inventory, this task would recommend improvements to the

network and discuss potential approaches to agency and private sector collaboration to create a higher capacity and more redundant broadband network.

**Action:** Evaluate the market for a water and energy research center or business hub.

**Research Effort:** This is central to YWA's capabilities in providing water and energy services to the County. Developing a base of private sector firms and public/non-profit research organizations would serve a number of mandates in terms of improving conservation and increasing educational opportunities. This task would perform an assessment of the water technology industry in the state and review other research organizations operating in this space to determine what specific niches a new center in Yuba could fill. The analysis will outline implementation steps and identify initial levels of investment that would be effective in moving the project forward if a viable mission is identified.

**Action:** Partner with Innovation Lab at Beale to test drones and related technology for resource management applications, including agriculture.

**Research Effort:** The Beale Innovation Lab is interested in reaching out to public agencies tasked with resource management to develop and test a number of potential applications of drone technology to assist with resource measuring and monitoring among other functions. This task would work to establish regular lines of communication between the Lab and the relevant agencies, such as YWA, and private sector groups (particularly agriculture) to help stimulate such collaboration.

# RECOMMENDED PRIORITIES

There a number of important criteria for determining Yuba County’s economic development priorities. The chart below outlines key considerations along several dimensions including time frame, potential economic development impact, the level of resources needed to implement the measures, constraints and the potential of projects to catalyze additional private and public sector investment.

FIVE YEAR ACTION PLAN Criteria for Prioritization of Policies and Action Items				
Temporal	Economic Development Outcomes/Impact	Resource Demand	Policy/Physical Constraints	Catalyst to Economic Development
<ul style="list-style-type: none"> <li>• Short Term/Long Term</li> <li>• Affects Implementation</li> <li>• Market Driven</li> <li>• Externally Based</li> </ul>	<ul style="list-style-type: none"> <li>• Benefit</li> <li>• Outcomes of Interest</li> <li>• Economic Development Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Cost</li> <li>• Staff Burden</li> <li>• Other Resources Required</li> </ul>	<ul style="list-style-type: none"> <li>• Political</li> <li>• Legal</li> <li>• Regulatory</li> <li>• Geographic</li> </ul>	<ul style="list-style-type: none"> <li>• Incentive/Enhances Other Policies or Action Items</li> </ul>

As of December 2019, not all of the proposed action initiatives have been evaluated under these criteria. However, preliminary considerations include the following.

## Initiatives Currently Underway

- Water Education Center
- Industry Analysis and Labor Market Projection
- Ellis Lake Master Plan
- B Street Site Market Analysis
- Market Opportunity Zone, particularly for airport properties

- Wheatland Employment Zone Feasibility Analysis
- Broadband Infrastructure Inventory
- Plumas Lake Infrastructure Financing Analysis

**Initiatives with Potentially High Catalyst Impact**

- River Parkway Planning
- SR 65 Bypass
- Beale Youth Education Program
- Beale Innovation Lab drone collaboration
- Marysville Downtown Specific Plan
- Fiscal Analysis of government services consolidation/Marysville Annexation
- Marysville General Plan Update
- Sports and Entertainment Zone market analysis
- Improve School Districts' water use efficiency
- Water and Energy Research Center

The following are some grant programs that are anticipated in the coming year. Several are applicable to recommended initiatives.

**Table 4: Potential Financial Assistance Summary (Grants and Low Interest Loan Programs)**

Program	Priority Activities	\$Amount	Key Criteria	Application Deadlines
CDBG:				
ED Planning Grants	Economic Dev. Project Plg	\$70,000+	Job creation potential	NOFA Expected 1/2020
OTC	Economic Dev. Project.	Up to \$3 M	\$35,000 per job created	NOFA Expected 1/2020
OTC	Enterprise/Micro.	\$500,000	\$35,000 per job/blight areas	as above
CA Parks/Rec.	Trails, Campgrounds,	\$23 M Statewide	Prop. 68 standards	Pending, Expected 3/2020
Rural Rec./Tourism	Visitor Centers, Aquatics Centers			
USDA Rural Broadband Reconnect Program		\$1.3 B nationwide	Low population density 100 Mbps networks	Expected 6/2020
USDA Rural Business Develop.	Infrast., Roads, RLFs with soft costs, feasibility studies, technical assistance, workforce training.	\$500,000 per Application	Rural area, less 50,000 pop. Yuba City/Marysville is defined urban. Wheatland, Beale and Yuba County airport are eligible and outside the urban boundary.	Jan-March 2020
USDA	Business Assistance	\$25 M on 60% L/V	Low income census tracts	Ongoing applications
SACOG	Downtown Corridors	\$4 M per project	Public spaces, Cal Trans MOU	Spring 2020

# REPORT PREPARATION

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Brent Hastey, Chairman  
Randy Fletcher, Vice Chairman  
Gary Bradford, Director  
Mike Leahy, Director  
Doug Lofton, Director  
Charlie Mathews, Director  
Andy Vasquez, Director

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  - Councilmember Bruce Buttacavoli, City of Marysville
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  - Jim Goodwin, Wheatland City Manager
  - Tim Raney, contract Planning Director, City of Wheatland
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  - John Tillotson, General Manager, Olivehurst Public Utilities District
  - Ryan McNally, General Manager, Browns Valley Irrigation District
  - Steve Fordice, General Manager, Reclamation District 784
  
- Major growers and processors
  - Charlie Mathews, rice grower and Board member
  - Tom Schultz, grower and RD 10 Board
  - Sarb Johl, grower and RD 10 Board



- Kulwant Johl, grower and RD 10 Board
- John Rehrman, grower and RD 10 Board
- Al and Joanna Lassaga, rice grower, cattle, and Plumas Brophy Water District
- Steve Danna, diversified grower and Plumas Mutual Water, River Valley Community Bank Board Chairman
  
- Major business owners and bankers
  - Larry Booth, CEO, Frank M Booth, Inc.
  - David Lanza, Hust Brothers Auto Parts and major property owner and investor
  - Harry Cheim, President, Union Lumber Company and River Valley Community Bank Board member
  - Tib Belza, Owner, Sun West Real Estate and former YWA Board member and Yuba County Supervisor
  - John Nicoletti, business owner and former YWA Board member and Yuba County Supervisor
  - John Jelavich, President and CEO, River Valley Community Bank
  - John Cassidy, CEO, Sierra Central Credit Union
  - Mark Birtha, CEO, Hard Rock Casino
  - Rick Rawson, President, Adventist Health and Rideout
  - Ryan Rogers, President, Lakeview Petroleum
  - Tony Gayleon, Attorney, Rich, Fuidge, Boardson and Gayleon
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- Yuba Sutter Arts Council
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- Yuba County LAFCo
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- Jami Larson, Career Technical Education, Marysville Joint Unified School District
- Caron Job, Yuba One Stop Employment Center
- Cindy Newton, Executive Director, North Central Counties Consortium of the Workforce Development Boards
  
- Beale AFB
  - Colonel Andrew Clark, Commander, 9<sup>th</sup> Reconnaissance Wing
  - Colonel Spencer Thomas, Vice Commander, 9<sup>th</sup> Reconnaissance Wing
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  - Robert Lala, Deputy Director, Installation Support
  - Chief Matt Phillips, USAF, ISR Group, Innovation lab
  - Jonathan Feldman, ACC9 CES/CEIAP, Program Manager Realty Specialist (Civilian Work Force)
  - Lieutenant General Robert Otto (ret.), former Commander, 9<sup>th</sup> Reconnaissance Wing, 2008-2010
  - Major General Jake Polumbo (ret), former Commander, 9<sup>th</sup> Reconnaissance Wing, 2006-2008
  
- Yuba County Airport
  - Tim McCoy, Director, Administrative Services
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  - Heath Hall, Owner, Yuba-Sutter Aviation
  - Daniel Honeycutt, Honeycutt Aviation
  - Dave Ryson, Honeycutt Aviation
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  - Marni Sanders, Executive Director
  
- Marysville Goldsox
  - Tom Lininger, Attorney and Owner
  
- SACOG
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  - Garrett Ballard-Rosa, Senior Planner

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