



BUILDING PROSPERITY IN THE YUBA-SUTTER REGION

APPENDIX II

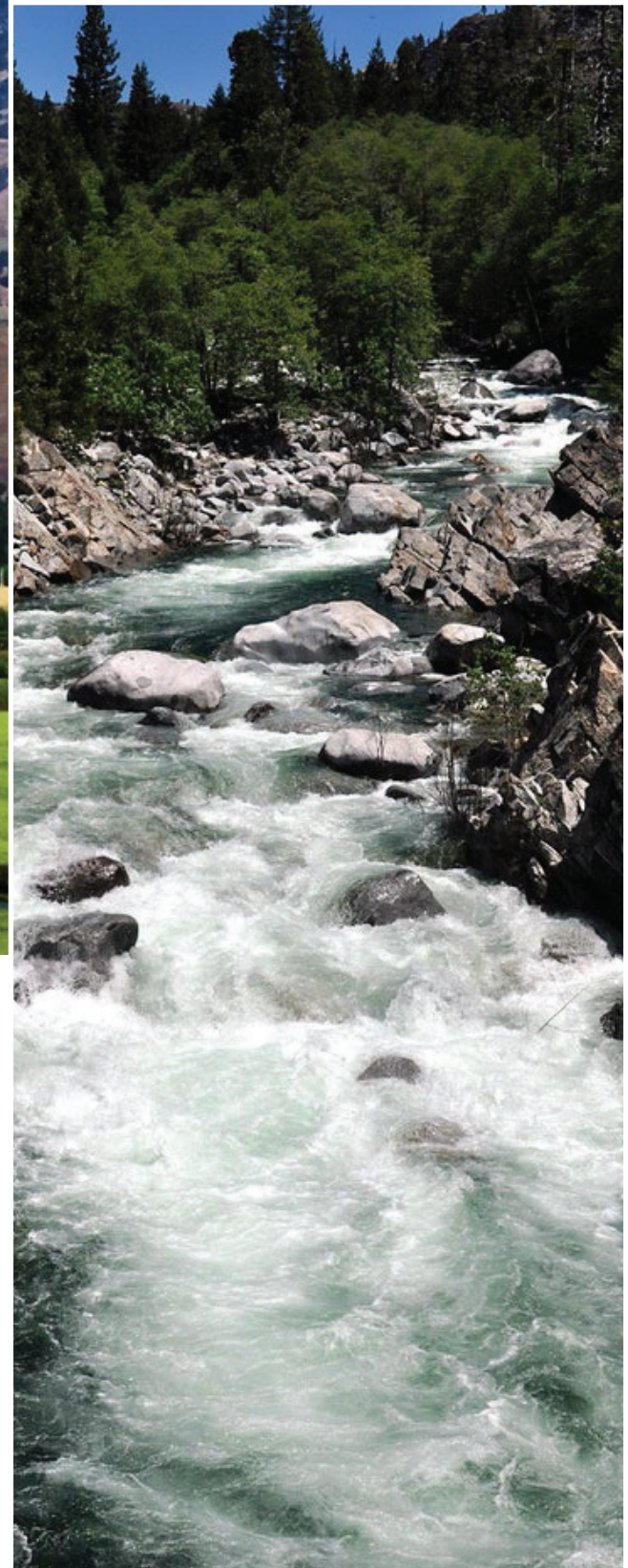
SWOT ANALYSIS

2020-2025

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY



YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION





WORKFORCE & EDUCATION

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITY

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

THREATS

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

INNOVATION AND ECONOMIC DEVELOPMENT



STRENGTHS

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

WEAKNESSES

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

OPPORTUNITY

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

THREATS

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



INFRASTRUCTURE

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITY

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

THREATS

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

QUALITY OF LIFE AND PLACE

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITY

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

THREATS

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