



2025-2030

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

YSEDC

YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION

ECONOMIC DEVELOPMENT VISION STATEMENT

Together, we will build a thriving community through innovation, investment in infrastructure, and a strong commitment to economic growth, creating unparalleled opportunities and an exceptional quality of life for all.

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

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

This 2025-2030 Comprehensive Economic Development Strategy five-year update:

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

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2025-2030 Working Together for Yuba-Sutter's Economic Future

Yuba-Sutter Economic Development Corporation (YSEDC), a 501(c)3 nonprofit organization, was established in 1994. YSEDC promotes regional diversification, advocates sustainable growth, infrastructure enhancement, and job development through expansion, retention and recruitment of businesses and industry in the Yuba-Sutter region.

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

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

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

This update is in accordance with guidelines specified by EDA and funded by financial assistance award Number ED22SEA302024 from U.S. Department of Commerce, Economic Development Administration.

THE PLAN

This document is the 2025-2030 Five-Year Update to the Yuba-Sutter CEDS, advancing regional prosperity through collaborative efforts led by the Yuba-Sutter Economic Development Corporation, along with Sutter and Yuba counties and the cities of Live Oak, Marysville, Wheatland, and Yuba City.

The 2025-2030 CEDS Strategic Plan embodies the District's vision for regional prosperity and economic growth. Designed as a comprehensive guide for the community, it aims to benefit businesses, students, workforce members, and policymakers alike through its insights and data.

Developed through an inclusive planning process, the CEDS reflects the unique challenges and opportunities within the Yuba-Sutter Economic Development District. It includes a regional analysis, SWOT assessment, and strategic goals with actionable plans for measuring progress.

The analysis evaluates the region's economic landscape, identifies internal and external opportunities and risks, and assesses partnerships and resources for economic development. With a focus on the community's vision and strategic advantages, this plan outlines priorities for action and implementation.

The 2025-2030 CEDS is anchored by four foundational priorities:

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

These pillars set the stage for sustainable growth and long-term regional success.

CEDS COMMITTEE

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

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INDUSTRY REPRESENTED

Private Sector

Aerospace
Agriculture
Arts & Culture
Banking
Business Services
Construction
Coworking/Makerspace
Economic Development
Energy
Engineering
Faith Based
Healthcare
Hospitality
Housing
Manufacturing
Nonprofit Organizations
Utilities

Public Sector

City of Live Oak
City of Marysville
City of Wheatland
City of Yuba City
Education
Federal - Military
Federal - Tribal
Local JPAS
Local - Special Districts
State of California
Sutter County
Workforce Development
Yuba County



REGIONAL OVERVIEW

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

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

The Yuba-Sutter area is 1,252 square miles and is

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

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

Portions of the Plumas and Tahoe National forests sit

in Yuba County providing numerous campgrounds and recreational day-use facilities. The Sutter Buttes are a small circular complex of eroded volcanic lava domes which rise as buttes above the flat plains of the Sacramento Valley in Sutter County. They are situated just outside Yuba City. Referred to as the world's smallest mountain range, Sutter Buttes highest point is the summit of South Butte, at 2,122+ feet, which is also the highest point in Sutter County. The Middle Mountain Foundation hosts guided hikes into the Sutter Buttes and offer an educational program for local students.

It is about a 3.5-hour drive to the west to reach the northern coastline of California. The Sierra Nevada mountain range and Lake Tahoe are just two hours to the east. Sacramento is a 35-minute drive south and San Francisco is just another hour or so beyond that to the southwest. The rivers, lakes, mountains, year-round festivals and fairs, golf courses, community theater, fine dining establishments, bike ways, and historic downtown shopping districts make the region a wonderful place to live or visit.

The region is served by state routes 20, 65, 70, 99 and 113 and is just north of the intersection of two major interstates, I-5 and I-80. The two major cities of the District (Marysville and Yuba City) are only 35 miles from the Sacramento International Airport. The Sacramento Airport covers 6,000 acres serving general aviation, passenger and freight traffic and operates two 8,600-foot parallel runways, two terminals and 32 gates. The airport averages 122 landings a day with 12 domestic carriers, 7 international passenger carriers, 4 commuter carriers and 7 cargo carriers. Passenger volume was 12.978 million in 2023, a 5.4 percent increase over the prior year however it has not met the passenger volume pre-COVID.

The Yuba County Airport, on 933 acres, is a modern general aviation airport featuring a 6,006-foot primary runway and a 3,281-foot crosswind runway with capabilities to accommodate jet air carriers, freight carriers, and all general aviation business jets and private aircraft. Recent improvements include the complete overlay of the primary runway, overlays and sealing of the entire taxiway system, new fueling facilities, and rehabilitation of the apron. The Yuba County Industrial Park, adjacent to the airport, is available for development. Recently, the airport



was awarded an EDA construction grant to build an additional taxiway to serve the Skyway Business Park. The Skyway Business Park has eight buildings on five acres suitable for manufacturing or distribution. Each building is 7,920 SF with all utilities in place. The airport has easy access to highways 70, 65, 99, and 20 and is half an hour from I-5, I-80 and the Sacramento International Airport.

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

Union Pacific Railroad connects the Yuba-Sutter area to the nation's railway system. The rail system is used primarily to transport agricultural and other goods produced in the region. Passenger rail serves the region at the Sacramento Valley Station and local bus connections are provided by Amtrak and Yuba-Sutter Transit.

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

Yuba-Sutter Transit, the public transportation agency that serves the region, runs six local routes and on-demand service in Marysville, Yuba City and surrounding communities, Monday to Saturday and peak hour service to downtown Sacramento each weekday.

TOP 6 INDUSTRIES BY JOBS

Healthcare & Social Assistance
9,302 WORKERS

Retail Trade
6,496 WORKERS

Educational Services
6,169 WORKERS

Accommodation & Food Services
5,676 WORKERS

Agriculture, Forestry, Fishing & Hunting
5,496 WORKERS

Public Administration
4,846 WORKERS

DRIVERS OF EMPLOYMENT GROWTH

Over the ten years ending 2023, all industries for the Yuba City, MSA added 9,872 jobs. Job growth by percentage was more competitive than the nation.





Military Asset

BEALE AIR FORCE BASE

LOCAL ECONOMIC IMPACT

Beale AFB has a huge economic impact on the Yuba-Sutter community. The base supports 5,125 military personnel, 1,190 civilians and 1,922 dependents with total payroll of \$400 million. Beale executed over \$67.6 million in local contracts in Fiscal Year 2022. There were a total 10,879 jobs created, with an estimated annual dollar value of \$249.5 million. The total economic impact to the area is approximately \$1.087 billion. (Source: BAFB Economic Impact Statement Fiscal Year 2022). Beale AFB provides the community with a trained workforce of approximately 28,000 retirees living within a one-hour drive.

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

9th Reconnaissance Wing (9th RW)

Mission: Deliver persistent, integrated reconnaissance and combat power for our nation. To accomplish this mission, the wing is equipped with the nation's fleet of U-2 and associated support equipment. The wing also maintains a high state of readiness in its expeditionary combat support forces for potential deployment in response to theater contingencies. The 9th

Reconnaissance Wing is composed of more than 4,500 personnel in four groups at Beale and multiple overseas operating locations.

940th Air Refueling Wing (940th ARW)

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

195th Wing (California Air National Guard)

Mission: Deliver adaptive information controls and capabilities, enabling warfighters the competitive advantage to deter, attack, maneuver, and defend with unparalleled effectiveness.

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

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

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

7th Space Warning Squadron (7th SWS)

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

AGRICULTURE AS ECONOMIC DEVELOPMENT

More than 600,000 of the 798,000 acres (75 percent) in Yuba-Sutter are in agricultural use. The largest use of agricultural land is for field crops and vegetables. Fruit and nut crops account for the second highest use of acreage.

YUBA COUNTY

The gross value of Yuba County's agricultural production for 2023 is \$256,885,785 up approximately 4% from the 2022 value estimate of \$245,706,480. The increase in value can be attributed to the increase in value for kiwi alone. However, peaches, almonds, walnuts and livestock also had increases in value. Rice and prune/dried plum decreased in value due to decreases in price.

Fluctuating commodity prices and adverse weather conditions continue to pose significant challenges for producers in the long run. Rice remained Yuba County's top crop generating \$67 million in gross value. At \$51 million, Kiwi climbed to second in rank. Walnut takes over third place at almost \$26 million. Livestock moves to number four at \$25 million. Rounding out the top five is Prune/Dried Plum at nearly \$24 million in value.

The contribution of agriculture to the economy of Yuba County is not totally reflected in the values contained in this report. Processing, transporting, marketing and other farm related services directly or indirectly tied to agriculture, benefited appreciably. According to a study conducted by Agricultural Impact Associates, Yuba County's agricultural industry can be estimated to have returned an additional 62.5% of the gross agriculture value for an estimated total value of \$417,439,400 in 2023. Agriculture accounts for 1 out of every 11 jobs in Yuba County (Source: Yuba County 2023 Crop Report)

In 2022, Yuba County ranked 31st in gross value of agricultural production of the entire state of California, and ranked second in livestock and third in prune and rice production value. (Source:CDFA 2-22-2023 California Ag Statistics Review)

To access the complete 2023 crop report visit:
<https://acrobat.adobe.com/id/urn:aaid:sc:US:d98a26a1-0dca-40d9-aadd-46762d94051c>

SUTTER COUNTY

The gross value of Sutter County agricultural production for 2023 was \$771,820,000. This is an increase of \$203,248,000 or 35.7% from the 2022 total value

Rice remains the top-ranking crop in 2023 with a total value of \$272,271,000 driven by a 134.9% increase in harvested acreage which offset a 35.5% decrease in price resulting in a 49% increase in total value from 2022. Remaining second, processing tomatoes increased in price and yield to a total value of \$117,718,000, a 31.3% increase from 2022. Cling Peaches remained in third due to an increase in yield and price to a total value of \$67,650,000, a 39.7% increase from 2022. Dried prunes remained fourth with a total value of \$61,850,000 through a rise in price and yield increasing 30% from 2022. Walnuts remained fifth due to moderate increases in price and yield with a total value of \$51,649,000 which is an 18.7% increase from 2022. (Source: Sutter County 2023 Crop Report)

In 2022, Sutter County ranked 22nd in gross value of agricultural production of the entire state of California, first in prune production and second in rice production. (Source:CDFA 2-22-2023 California Ag Statistics Review)

To access the complete 2023 crop report visit:
<https://acrobat.adobe.com/id/urn:aaid:sc:US:16a60a3e-b753-48ff-8b72-6c536e2231a1>



Business and Industry Cluster Focus

The industry cluster in the Yuba-Sutter region with the highest relative concentration is Agriculture with a location quotient of 8.14. This cluster employs 5,439 workers with an average wage of \$52,156. The regional strategy is to enhance and grow niche sectors to strengthen this cluster. In order to diversify and create greater resilience, other clusters, Health, Advanced Manufacturing and Distribution and Electronic Commerce will be targeted to provide high-growth opportunities to increase investment and awareness of the region.

AGRICULTURE	SPECIALTY AGRICULTURE EQUIPMENT
	AGRICULTURE TOURISM
	FOOD AND BEVERAGE PROCESSING
	VALUE ADDED INNOVATION

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

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

DISTRIBUTION & E-COMMERCE	RECREATIONAL GOODS
	TRANSPORTATION
	EDUCATION
	BUSINESS SERVICES

SWOT Analysis Summary

Recognizing our region's strengths, weaknesses, opportunities and threats is an important step to assess where we are and where we want to be in order to have a real effect on the region. Our region has plenty of positive attributes to leverage for success, but we must also recognize the challenges identified by participants of the SWOT process in order to remedy or diminish them.

THE YUBA-SUTTER REGION TODAY

The Positives

The Yuba-Sutter region has numerous strengths that position it well for growth and development. The area benefits from substantial agricultural production with potential for expanding into agricultural technology industries. There is plenty of land available for development, supported by a community that values and promotes sports, arts, and entertainment. The region's strategic location, with proximity to major transportation hubs such as the Sacramento International Airport and access to essential highways, provides a significant economic advantage for business expansion. Additionally, the presence of Beale Air Force Base creates opportunities for workforce development and collaboration. Residents also enjoy an affordable cost of living and access to abundant natural resources, including parks and recreational areas, which contribute to a high quality of life. The region's small-town atmosphere fosters strong community ties and a collaborative spirit.

The Challenges

Despite these strengths, participants felt the region faces several challenges. The economy lacks diversification, relying heavily on government and agriculture, which creates vulnerability to economic shifts. Business development is hampered by limited resources, high operational costs, and outdated infrastructure. Educational attainment levels are low, and there is insufficient access to quality education, which impacts workforce development and contributes to skilled labor outmigration. The gap between workforce training and the jobs available further exacerbates this issue. Infrastructure, including roads, water, wastewater, and power, requires significant upgrades, and public transportation systems are inadequate. The region is also prone to natural disasters such as floods, fires, and droughts, which threaten infrastructure and economic stability. Healthcare options and community amenities

are limited, and the region struggles with a perception of being underdeveloped, which hinders efforts to attract new residents and businesses.

What needs to be done

To address these challenges, the region needs to diversify its economic base by attracting industries such as technology, healthcare, and advanced manufacturing. Supporting small businesses and entrepreneurs with resources and streamlined processes can further stimulate economic growth. Workforce development should focus on creating educational and vocational training programs aligned with current and future needs of local industries, leveraging partnerships with institutions and Beale Air Force Base. Infrastructure improvements must be prioritized, particularly in water/wastewater, roads, flood control, and broadband expansion, to support economic activity and enhance residents' quality of life. Finally, investing in healthcare, arts, and cultural amenities will make the region more attractive and livable. Addressing homelessness and public safety concerns with comprehensive social services and community improvements will also be crucial to fostering a vibrant, resilient community.

FOUR TOP PRIORITIES

The CEDS committee reviewed goals that it will focus on for the region's implementation plan:

Innovation and Economic Development

Workforce and Education

Infrastructure

Quality of Life and Place

SWOT ANALYSIS

Strengths

- Strong military presence and collaboration
- Water and natural resources
- Affordability/lower cost of living
- Proximity to parks and recreation features and available green space
- Proximity to four major highways - Highways 20, 65, 70 and 99
- Strong community involvement and community collaboration
- Plenty of land available for growth
- Large agriculture production and positive growth potential for Ag-tech industries
- Positive support and growth of existing sports, arts, and entertainment
- Still maintains small town vibe
- Proximity to Sacramento airport, coast and mountains

Opportunities

- Potential for growth with infrastructure development
- Potential to increase tourism by improved recreation and entertainment opportunities
- Potential to increase education attainment by adding a university, research center or expanding BA programs at college
- Potential to attract businesses by increased resources, tools and capital
- Opportunity to retain skilled retiring military through close collaboration with Beale AFB
- Potential to diversify and build Agriculture cluster
- Potential to improve quality of life by supporting and developing regional arts, entertainment, and cultural diversity

Weaknesses

- Lack of affordable housing for low to middle income population
- Limited business/industry diversity
- Lack of transportation/walkability, especially for disabled populations
- Low education attainment and access
- Need for more community amenities in arts, sports and entertainment
- Limited development opportunities due to high cost and lack of infrastructure
- Limited healthcare options, hospital and services
- Out-migration of skilled labor, lack of quality jobs, wage disparity, and skilled labor
- Vulnerability to natural disasters - floods, fire, drought
- Perception as a place that has nothing to offer

Threats

- Increasing health vulnerability, lack of services
- At high risk of fire, floods, drought
- Risk of stagnation due to unmitigated traffic issues
- Lack of skilled workforce, migration or mismatched workforce training to stunt economic growth and quality jobs
- Potential to lose economic opportunities due to lack or deteriorating infrastructure (water, wastewater, roads, power and broadband)
- Dependency on Government jobs and lack of diverse industry
- Lack of affordable housing and "Not in My Back Yard" sentimentality
- Increasing poverty rates due to cost of living increases, health and homeless issues

SWOT Analysis Continued

The Yuba-Sutter Comprehensive Economic Development Strategy Survey gathered feedback from 267 respondents, with a focus on the region's economic performance, strengths, challenges, and potential improvements. This survey is a snapshot of how residents, government officials, business owners, and other stakeholders perceive the current state and future of the Yuba-Sutter region.

Demographic Breakdown

Roles in the Community

The majority of respondents roles (37%) were interested community members, followed by business owners/employees (23%) and government officials/employees (20%).

Age Group Distribution

The largest group of respondents fell into the 45-64 age range (46%), with another significant portion (24%) being over 65.

Employment Status

A substantial majority (60%) were employed full-time, with 10% self-employed and 16% retired.

Economic Conditions and Community Sentiment

Current Economic Condition

A large proportion of respondents rated the local economy as "Fair" (45%) or "Poor" (30%), indicating a general dissatisfaction with the economic state.

Five-Year Economic Performance

While 35% believed the economy had somewhat improved, a notable portion (27%) felt it had declined.

Prioritized Economic Strengths

Geographic location (44%), military presence (38%), and diversity of residents (37%) were highlighted as key strengths of the local economy.

Economic Challenges and Areas for Improvement

Top Economic Challenges

The most cited challenges included a lack of affordable housing (65%), high unemployment (39%), and poor infrastructure (43%).

Infrastructure Needs

The overwhelming priority was for improvements in roads and transportation (79%), followed by utilities (40%) and public spaces (39%).

Desired Educational Programs

Respondents expressed a strong need for technical and vocational training (78%), continuing education for adults (52%), and job placement services (46%).

Business Development Insights

Barriers to Business Development

The availability of skilled labor (41%), lack of infrastructure (44%), and market size and demand (45%) were identified as key barriers.

Business Attraction Focus

Respondents favored attracting manufacturing (53%), technology and innovation (52%), and agriculture/food production (45%).

Purchasing Behavior

A significant portion of respondents leave the region to purchase recreational experiences (73%) and clothing/shoes (63%), indicating gaps in local offerings.

Community and Leadership Priorities

Improvements for Residents

The top three priorities were creating more affordable housing (56%), improving roads and connectivity (47%), and developing more quality-of-life amenities (35%).

Improvements for Businesses

Key suggestions included creating a pro-business climate (40%), focusing on business attraction (37%) and improving infrastructure (36%).

Economic Development and Job Creation

Over half of the respondents (51%) rated economic development and job creation as the highest priority for the region.

Resiliency and Threats

Regional Resiliency

The region was perceived as "somewhat resilient" (39%) to disasters like fires, floods, and pandemics, though 22% rated it as vulnerable.

Biggest Threats

Housing affordability (59%) and inadequate housing supply (46%) were seen as the most significant threats to resiliency.



TOP 3 COMPETITIVE STRENGTHS

Natural Resources and Strategic Location

The region benefits from abundant natural resources and a strategic location near major transportation hubs like the Sacramento International Airport, providing easy access to key markets and enhancing tourism potential.

Community Pride and Engagement

There is strong community pride and involvement, with residents and local organizations actively participating in regional improvement efforts. This collective spirit supports cultural events, sports, and recreational activities, contributing to a vibrant community atmosphere.

Agricultural Base and Potential for Growth

The area has a robust agricultural sector with opportunities to expand into ag-tech industries. The availability of land further enhances the potential for growth and development in both agriculture and related industries.

TOP 3 COMPETITIVE WEAKNESSES

Inadequate Infrastructure

Poor road conditions, outdated water and wastewater systems, and limited public transportation are significant impediments to business operations and quality of life. These issues deter investment and affect daily activities for residents.

Homelessness and Social Challenges

The growing homelessness crisis impacts the local economy, safety, and the region's image, discouraging business investment and affecting the desirability of public and commercial spaces.

Educational and Workforce Gaps

Low educational attainment and a lack of access to quality training and higher education programs create workforce challenges. The area struggles with retaining skilled labor, and there is a mismatch between available jobs and workforce skills, limiting economic growth.

TOP 3 ACTIONS TO BETTER THE REGION FOR RESIDENTS

Improve Infrastructure

Invest in repairing and modernizing roads, bridges, and public transportation systems to improve connectivity and daily living conditions. Address water and wastewater infrastructure issues to ensure reliable and safe services for all residents.

Address Homelessness and Social Services

Implement comprehensive strategies to reduce homelessness, including increased access to mental health

and substance abuse treatment, affordable housing solutions, and support services. Enhance public safety and clean up public spaces to make the area more welcoming and livable.

Expand Educational and Recreational Opportunities

Develop and improve local schools, vocational training, and continuing education programs to better prepare residents for higher-paying jobs. Additionally, create more recreational and cultural amenities, such as parks, arts facilities, and safe gathering spaces, to enhance the quality of life and community engagement.

TOP 3 ACTIONS TO BETTER THE REGION FOR BUSINESSES

Streamline Business Regulations and Support

Simplify regulatory processes to make it easier for businesses to start and grow. Provide financial support, tax incentives, and workshops to help small businesses thrive and attract new enterprises to the region.

Develop a Skilled Workforce

Collaborate with educational institutions and workforce development programs to align training with the needs of local industries. This includes creating apprenticeships, partnerships with Beale Air Force Base, and job placement services to ensure businesses have access to skilled labor. Create awareness of civilian job opportunities at Beale AFB.

Enhance Economic Diversification and Infrastructure

Invest in infrastructure improvements, such as high-speed broadband and utility upgrades, to support business operations. Focus on attracting diverse industries, including technology, manufacturing, and healthcare, to reduce economic dependence on government and agriculture and promote a resilient business environment.



YUBA-SUTTER ECONOMIC & DISASTER RECOVERY & RESILIENCY



Disaster Recovery and Resilience

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

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

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

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

Both counties are in the process of bringing existing levees up to 200-year flood protection. Three Rivers Levee Improvement Authority (TRLIA), a joint powers agency,

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

Economic Recovery and Resilience

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

Business Resiliency

It has been shown that apart from direct damage to premises, the largest impact of a disaster was the disruption of lifelines-water, electricity and wastewater treatment. Other factors included disruption in logistics flows, reduced

employee productivity through transportation difficulties and the effects of the disaster on their homes and reduced customer traffic. Developing emergency and recovery plans or buying business interruption insurance would alleviate some of the recovery issues.

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

Economic Resiliency

The ability of local and regional economies to adapt to changing conditions, including disasters, is the definition of regional economic resilience. Analysis of the Yuba-Sutter region indicates that its economy is dependent upon three major industries and is highly susceptible to disaster. It would be in the area's best interest to look at initiatives that would improve business resilience and regional economic resilience.

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

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

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



Measuring Resilience

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

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



STRATEGIC DIRECTION

Four-Goal Implementation Action Plan

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

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

Four Goals for the Yuba-Sutter Region



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



GOAL 1 INNOVATION & ECONOMIC DEVELOPMENT

Building and strengthening industry clusters is pivotal for fostering regional economic resilience and competitive advantage. Clusters enhance productivity, stimulate innovation, and foster collaboration across sectors. By strengthening current clusters in agriculture, healthcare, manufacturing, aerospace, and government services, the region can attract complementary industries and suppliers, creating a robust ecosystem that supports growth and diversification.

Regional cluster development is anticipated to produce significant employment ripple effects, improving the wage base and expanding the local tax base. However, tackling challenges such as housing affordability, homelessness, and healthcare accessibility will be necessary to ensure that economic growth is inclusive and beneficial to all community members.

OBJECTIVE 1

ATTRACT MORE INDUSTRIES TO THE REGION

- Foster a welcoming environment for local investors and expand opportunities for accessing capital.
- Strengthen and grow agriculture and agritourism as thriving pillars of the regional economy.
- Champion and safeguard the long-term sustainability of Beale Air Force Base.
- Boost regional competitiveness by organizing collaborative workshops with federal, state, and local funding bodies to aid local businesses.
- Develop and provide resources tailored to small and large businesses alike, focusing on retention, technical assistance, and growth support, assistance and access to capital.



OBJECTIVE 2

BOOST ENTREPRENEURIAL DEVELOPMENT

- Review current educational programs and address any gaps to better serve aspiring entrepreneurs.
- Identify missing entrepreneurial resources and collaborate with stakeholders to enhance support.
- Seek out complementary businesses that strengthen the local economy and inspire entrepreneurial growth.
- Advocate for dynamic economic development that supports local businesses, invites new employers, fosters entrepreneurship, and generates jobs.



GOAL 1 INNOVATION & ECONOMIC DEVELOPMENT CONTINUED

OBJECTIVE 3

MAINTAIN, PROMOTE AND EXPAND REGIONAL BUSINESSES

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



IMPLEMENTATION PARTNERS

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



GOAL 2 WORKFORCE AND EDUCATION

To strengthen regional economic resilience, it's essential to foster partnerships that connect and align workforce development programs with the evolving talent supply chain, meeting current and future needs of local employers. Prioritizing high-quality, well-paying jobs is crucial to retain and attract a skilled workforce, while supporting economic diversification across sectors.

The region must invest in preparing students and adult learners with in-demand skills, competencies, and knowledge necessary to thrive in today's and tomorrow's industries. Many sectors face challenges due to skill gaps among job seekers, impacting productivity and growth. Building awareness among residents, businesses, and community leaders around the value of education and lifelong learning is vital to drive sustainable economic development. Fostering a culture of continuous learning and skill advancement will ensure the region remains competitive and adaptable to changing industry landscapes.

OBJECTIVE 1

ALIGN WORKFORCE TRAINING WITH INDUSTRY NEEDS

- Create and enhance workforce development programs that directly respond to the skill demands of current and emerging industries, prioritizing quality job creation with competitive wages to attract and retain talent.
- Regularly assess Industry needs to keep training programs aligned with evolving skill demands and trends.
- Partner with employers to create internships, apprenticeship, and co-op programs that offer hands-on experience and job readiness in high-demand fields.
- Develop an outreach campaign targeting the large military population retiring from Beale Air Force Base to prevent skilled employee migration.
- Create a pipeline to enhance and fill civilian job opportunities at Beale AFB, especially for deep technical positions.
- Reduce education migration.
- Provide job placement assistance and retention support to ensure that graduates of workforce programs secure and maintain high-quality positions.
- Design short-term, industry-specific certification courses that address the immediate needs of employers in fields such as data analytics, logistics, cybersecurity, and advanced manufacturing. These programs could be fast-tracked for individuals seeking quick reentry or up-skilling.



GOAL 2 WORKFORCE AND EDUCATION CONTINUED



OBJECTIVE 2

STRENGTHEN EDUCATION AND SKILL BUILDING FOR ALL LEARNERS

- Promote a diverse workforce by attracting talent and creating a more inclusive environment.
- Include cultural competency as a core component of training programs, preparing students to work effectively in diverse teams and environments.
- Offer language assistance, including translation, tutoring, and English as a Second Language (ESL) support, to ensure all learners have equitable access to programs
- Incorporate cultural celebrations and heritage events into training programs to foster a sense of belonging and respect for diverse backgrounds

OBJECTIVE 3

RAISE COMMUNITY AWARENESS OF ECONOMIC DEVELOPMENT THROUGH EDUCATION

- Promote awareness among residents, businesses, and leaders about the importance of education and continuous skill development as essential drivers of regional economic diversification and resilience, fostering community-wide support for workforce initiatives.
- Develop a campaign—using social media, local events, and workshops—to highlight how education and lifelong learning fuel economic growth, improve quality of life, and create pathways to quality, well-paying jobs within the community.

IMPLEMENTATION PARTNERS

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



GOAL 3 IMPROVE AND MODERNIZE INFRASTRUCTURE

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

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

OBJECTIVE 1

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



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

OBJECTIVE 2

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

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



GOAL 3 IMPROVE AND MODERNIZE INFRASTRUCTURE CONTINUED

OBJECTIVE 3

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

- Promote alignment of economic development priorities with regional transit projects.
- Assess current and future housing availability and its alignment with future growth and employment patterns.
- Assess housing affordability near employment centers and existing infrastructure.
- Develop other housing initiatives to strategically move forward as a region.



IMPLEMENTATION PARTNERS

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



GOAL 4 QUALITY OF LIFE AND PLACE

Enhancing the livability and quality of life within a region makes it more appealing as a destination for businesses, while also attracting and retaining residents. This drives economic growth, fosters community pride, generates revenue, and elevates the region's recognition and reputation.

To successfully draw and retain businesses and residents, urban and rural communities must prioritize the maintenance and revitalization of their town centers and amenities. Quality of life encompasses a delicate balance of key factors, including access to jobs, education, healthcare, and housing, as well as the preservation and promotion of natural resources, outdoor spaces, cultural and artistic opportunities, and a strong sense of community spirit.

OBJECTIVE 1

ENHANCE CULTURAL, HISTORIC, RECREATIONAL, AND NATURAL RESOURCES

- Restore historic landmarks to strengthen community identity and attract tourism.
- Expand parks, trails, and riverfronts for recreation and eco-tourism.
- Support arts through public programs, events, and education partnerships.
- Revitalize downtown areas as vibrant, walkable community hubs.



OBJECTIVE 2

STRENGTHEN PUBLIC SAFETY, HEALTH SERVICES, AND HOMELESS SOLUTIONS

- Increase healthcare, mental health and substance abuse services through partnerships.
- Increase interim and transitional housing and expand affordable housing options.
- Prevent and reduce the number of first-time and returning to homelessness.
- Improve public safety through community policing and emergency plans.
- Collaborate with nonprofits to support vulnerable populations.



GOAL 4 QUALITY OF LIVE AND PLACE CONTINUED



OBJECTIVE 3

PROMOTE YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT LEADERSHIP

- Showcase Yuba-Sutter Economic Development District's (YSEDD) role in infrastructure, workforce, and business support.
- Build partnerships to amplify YSEDD's impact across sectors.
- Inform stakeholders about YSEDD initiatives through outreach and reports.
- Attract industries using YSEDD's strategic planning and collaboration.

IMPLEMENTATION PARTNERS

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

EVALUATION FRAMEWORK

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

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

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

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



GOAL 1 PROJECTED METRICS INNOVATION AND ECONOMIC DEVELOPMENT

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



GOAL 2 PROJECTED METRICS WORKFORCE AND EDUCATION

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



GOAL 3 PROJECTED METRICS IMPROVE AND MODERNIZE INFRASTRUCTURE

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



GOAL 4 PROJECTED METRICS QUALITY OF LIFE AND PLACE

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

WHAT THE REGION ACCOMPLISHED IN THE PAST 5 FISCAL YEARS

Below is a list of some major accomplishments achieved within the Yuba-Sutter region for FY 2019-2024.

ALL 6 JURISDICTIONS REPORTING

IN FY 2019-2020

There were 16 economic development initiatives from the Comprehensive Economic Development (CEDS) process implemented that led to private investment and jobs. There were 5 facility construction, 5 infrastructure, 5 planning, and 1 technical assistance projects completed. The estimated public sector investments was \$30,241,162 and \$146,617 private sector investment which created or retained 1,549 jobs.

process implemented that led to private investment and jobs. There were 20 infrastructure, 4 facility construction/rehab., 6 planning, and 1 technical assistance projects completed. The estimated public sector investment was \$182,291,405 and \$357,000 private sector investment which created or retained 318 jobs.

IN FY 2020-2021

There were 18 economic development initiatives from the Comprehensive Economic Development (CEDS) process implemented that led to private investment and jobs. There were 11 facility construction, 4 infrastructure, 2 planning, and 1 technical assistance projects completed. The estimated public sector investment was \$685,822,480 and \$134,600 private sector investment which created or retained 2,052 jobs.

IN FY 2021-2022

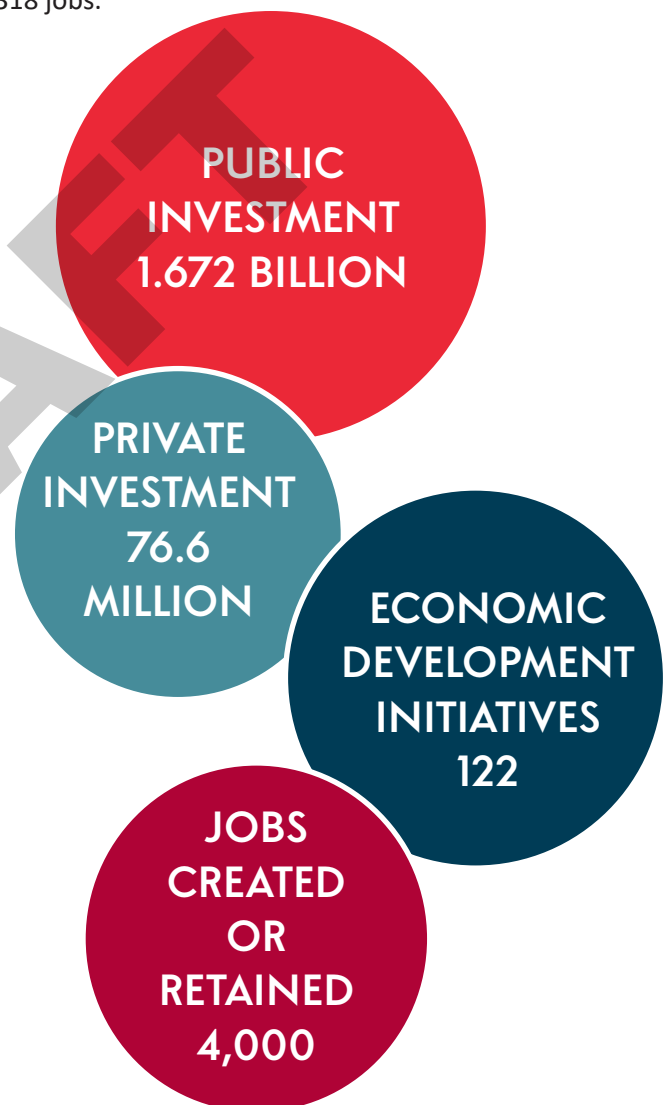
There were 77 economic development initiatives from the Comprehensive Economic Development (CEDS) process implemented that led to private investment and jobs. There were 10 facility construction, 20 infrastructure, 3 planning, and 4 technical assistance projects completed. The estimated public sector investment was \$372,409,931 and \$75,527,550 private sector investment which created or retained 304 jobs.

IN FY 2022-2023

There were 22 economic development initiatives from the Comprehensive Economic Development (CEDS) process implemented that led to private investment and jobs. There were 21 infrastructure and 1 technical assistance projects completed. The estimated public sector investment was \$401,558,567 and \$450,229 private sector investment which created or retained 434 jobs.

IN FY 2023-2024

There were 31 economic development initiatives from the Comprehensive Economic Development (CEDS)





YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION

2025-2030 CEDS is available online
<https://www.chooseyubasutter.com/strategy>

Inquiries and information requests may be directed to:
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Summary

The 2025-2030 Yuba-Sutter Comprehensive Economic Strategy is designed to build capacity and guide the economic prosperity of the region. It is a key component in prioritizing regional clusters and emphasizing collaboration and reflects the views of the public and private sectors of the region. While business recruitment is one component to developing a prosperous region, business retention and expansion, workforce development and quality of life factor into the strategic plan for developing a foundation for securing the future health and prosperity of the Yuba-Sutter region.