

Tehama County

Action Roadmap
for
Economic Growth

EXECUTIVE SUMMARY

Prepared for the Tehama
County Planning Department



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Project Approach

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

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

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

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

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

Extensive Outreach & Stakeholder Participation

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

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

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

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

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

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

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

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

Issues identified that need to be addressed:

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

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

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