

Tehama County Business Attraction & Retention Program Assessment



2009 Tehama County

Facing cutbacks in government revenues as well as experiencing higher percentage of economic distress than other counties, potential closure of EDC,

County saw the need for:

- 1) an analysis of the situation, and
- 2) creation of a roadmap to focus efforts for the overall economic health of the community.



Phase I – Findings: Assets

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 supplyAirportRural lifestyleAffordable housingCost of livingTrainable 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 5Lassen Volcanic National ParkNatural and recreation resources (Sacramento River, open space, etc)Agriculture and agri-tourismWater quality and quantity	Competitive advantage with leadership, planning and implementation

Assets exist but are not meeting their economic potential in terms of job and wealth generation.



Phase I – Findings: **Issues**

- 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



Phase I – Findings : Actions

Actions that should be taken to address issues:

1. Define a clear direction and focus
2. Restructure deployment of economic development programs and services – *change up status quo*
3. Promote unique “destination” assets
4. Leverage new programs to initiate strategies around green industry
5. Create a sense of place



Phase II – Goals

1. Create a Tehama County brand that differentiates Tehama County from other Northern California locations.
2. Create an integrated and unified Visitor Attraction effort which involves all venues.
3. Create a strong county-wide Economic Development arm supported by both the public and private sector that consists of:
 - Business Development Team focused on small business incubation, business retention and expansion and green business initiatives, and
 - Business Attraction Team focused on ensuring the County is “location ready” to compete for new business investment and creating a business case targeted to the specific industries that match Tehama attributes.
4. Leverage resources with on-going special projects and partnerships that will create unique opportunities for private sector investment and job creation.



Phase III – How will we get there?

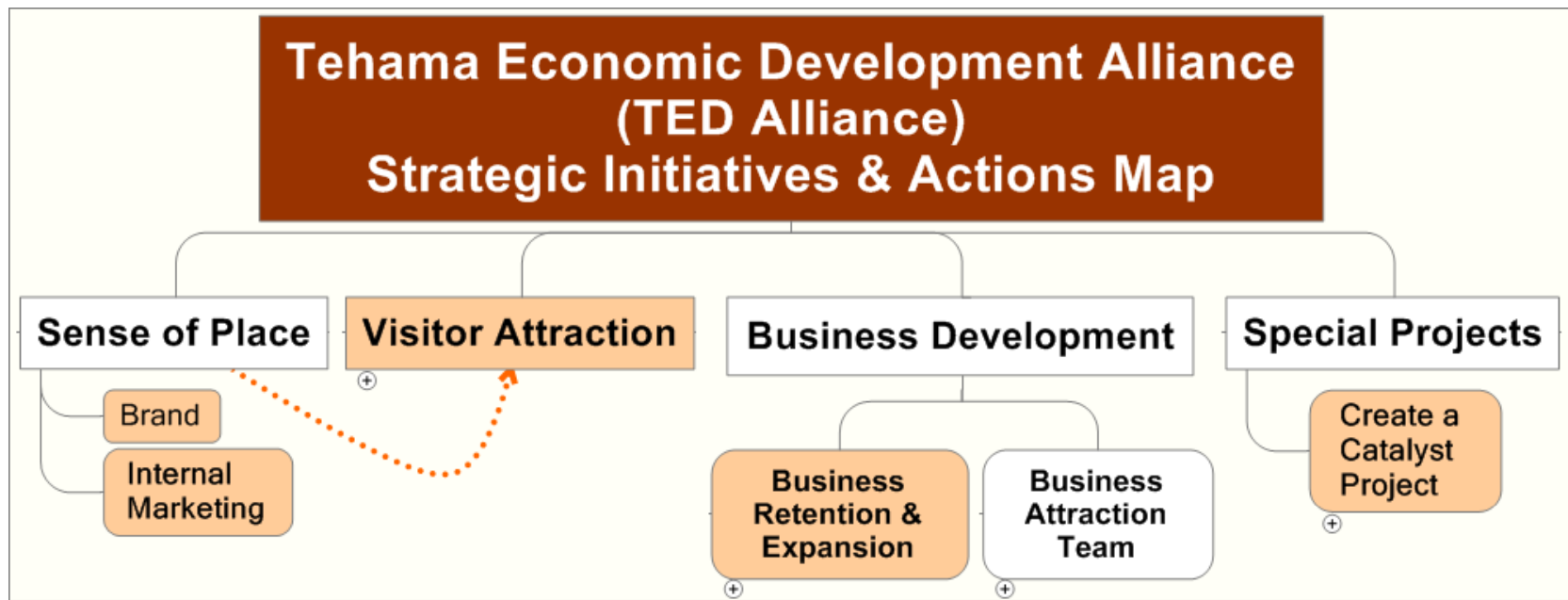
- **Remove fragmentation and silos of work:**

1. Continue collaboration with Workforce Development for executing mission
2. Rename the Tehama EDC to Tehama ED Alliance (TED), focus on strategic initiatives through Development Teams
3. Create Task Forces to lead essential activities – engage young professionals
4. Establish guiding principles for projects
5. Funding will continue to be difficult - seek funding for specific collaborative initiatives
6. Build credibility with a visual “catalyst” project



Phase III – Strategic Initiatives

1. Clear Vision
2. Political Will (Leadership)
3. Consensus on Goals & Strategy
4. Capacity to Get There





Action Roadmap

To achieve success –

“change”,

**not just organizational but attitudinal,
must happen.**

**Fragmented efforts must cease and be
replaced with a new sense of
*collaboration.***