

3CORE, Inc.
Comprehensive Economic Development Strategy (CEDS)
Annual Report

July 1st, 2017 – June 30th, 2018

The following is a list of tasks and activities completed this past year. The tasks and activities are in relation to our 2016-2021 CEDS Strategy Goals and Objectives.

Objective 1: Act Regionally - Foster Collaboration, Connectivity, and Centralization of Information between Private and Public Sector - Increasing competitive advantage among region to promote access to resources comparable to urban areas.

- Fostered collegial relationship with and invited the CSU-Chico Geographical Informational Center to become an affiliate member of the District thereby allowing for ongoing collaboration on regional priority projects.
- Continued to serve on Board for Team Chico and attend monthly meetings.
- Provided regular newsletters to Board members, Loan Advisory Board members, member cities and counties, and other interested parties that outline regional progress on active economic development planning and progress, technical assistance projects, and grant opportunities.
- Convened CEDS Strategy Committee meeting **monthly** with members from both the public and private sectors to discuss needs and opportunities in our region.
- Facilitated meetings with the CSU-Chico Geographic Information Center and hosted them as key note speakers to describe the current Broadband initiatives, funding needs, and opportunities that have a regional impact.
- Met with Butte County Administrator Shari McCracken bringing her up to speed on what 3CORE is doing in Butte County and to develop a relationship for future opportunities.
- Alongside the County of Glenn Community Development Director, created formalized mentoring and services program to support Glenn County incubator client needs.
- Attended a tour of key projects in Glenn County, led by the Community Development Director for Glenn County. The sites visited were in early phases of development or in need of development. Representatives from EDA, USDA, Glenn County, the City of Willows, the City of Orland, the Boys and Girls Club, CSU-Chico, and 3CORE were in attendance. This tour allowed for collaborative opportunities between these institutions.
- Arranged a meeting with the Dean of the Shasta College-Tehama Campus to understand the needs and possibilities of this campus. 3CORE staff arranged for a presentation at the Corning Economic Development Action Committee (CEDAC) to be followed by a campus tour with all CEDAC members to connect key stakeholders to further regional goals.
- Hosted meeting with Sierra Business Council (SBC) to discuss best practices as it relates to lending in rural California and agreed to collaborate into the future while SBC staffs up to provide small business loans.

Objective 2: Talent Development, Retention, and Education – Facilitate communication to share best practices, identify fractured systems, and create opportunities for talent to develop, move and/or innovate ideas comparable to urban areas while retaining the rural attributes.

- Attended a monthly meeting with Social High Rise Chief Executive Mark Sorenson to discuss possible growth alternatives & economic red flags facing small businesses like Social High Rise.
- Participated in monthly meetings with the Corning Economic Development Action Committee (CEDAC).
- Facilitated a meeting of the CEDAC committee to discuss Tehama County transportation needs for students commuting into and out of Tehama County for higher education learning opportunities.
- Worked with CEDAC to advocate a tracking method for post-graduation seniors to assist with successful transition into college, vocational training, or sustainable employment.
- Met with the Corning Interim Superintendent and Associate Principal at Corning High School to further understand education needs of high school students and opportunities to connect high school students with practical job experience to prepare them for the workforce. Participated in discussion regarding K-12, Community College, University and Vocational Education and how traditional education and vocational education could meet the needs of industry.
- Participated in meeting to explore projects such as Expect More Tehama, Reach Higher (sister organization in Shasta County), Tehama Reads, Tehama First, to discuss labor force options for Southern Tehama County businesses.
- Attended a tour of Shasta College's Tehama Campus that highlighted existing and new programs, as well as campus development.

Objective 3: Infrastructure Growth – Identifying and developing resources to improve and increase infrastructure systems to support business and community.

- Convened 4 meetings with City Managers to discuss Opportunity Zones and how to best use these designations to incentivize outside investment into the region.
- Held 2 meetings with Butte County development staff to determine feasibility and readiness of infrastructure projects.
- Attended meeting with the Glenn County Community Development Director, the City of Willows Interim City Manager and the Regional Manager for Industrial Development with Union Pacific regarding the existing rail system that goes through Glenn County and the need for new spurs for business attraction and business development.
- Worked alongside the County of Glenn to recommend high impact census tracts that should be included as Opportunity Zones as recommended by the Governor.
- Attended 1 meeting with the Glenn County Community Development Director, the Interim City Manager of Willows, and the owner of Carriere Farms, a major grower, processor, and marketer of Glenn County walnuts. The Willows Interim City Manager is considering a possible bio-mass plant using walnut hulls. Carriere Farms produces large amounts of biomass as fuel.
- Attended additional meeting and site visit with another local agriculture processor looking to relocate to Glenn County and build a bio mass/co-generation plant for agricultural waste.

- Participated in a Cal Trans and County of Glenn meeting and site visit to discuss proposed improvements.
- Attended 2 meetings in Glenn County to discuss cold storage needs for local agricultural products.
- Worked with Glenn County, the City of Willows, Rumiano Cheese Factory, EDA, Fish and Wildlife, and USDA to move forward with the environmental assessments and permits for the Basin Street Project in South Willows.
- Coordinated and assisted the City of Willows on a CDBG OTC application to compliment and augment an existing EDA approved infrastructure investment; CDBG awarded \$2.9 million to assist with both infrastructure costs and a business loan.
- Traveled to Seattle twice with the Willows Interim City Manager and the Willows City Clerk to hand deliver the South Willows Infrastructure project (SWIP) civil plans, environmental documents, and other EDA-requested information as part of a 12-month construction extension.
- Continued to facilitate weekly conference calls and serve as lead agency for the Basin Street infrastructure project in the City of Willows.
- Consulted with industry experts regarding the feasibility of an Infrastructure Financing District and an Assessment District within the South Willows Industrial and Commercial corridor.
- Participated in 2 City of Willows Land Assessment District meeting held with land owners.
- Met with the Willows Mayor, Vice-Mayor, Finance Director, and Interim City Manager to discuss infrastructure capital needs and timing. 3CORE provided a \$500,000 line of credit to the City of Willows to support anticipated cash flow needs during the EDA grant disbursement period.
- Met with City of Corning to develop strategies that can improve storefronts, increase community foot traffic, and expand maintenance alternatives for downtown Corning.
- Raised \$5,000 in grant funds to support a façade improvement program in Corning.
- Facilitated a meeting between CEDAC and the Chico Chamber of Commerce regarding best practices as it relates to business walks.
- Attended a Global Trade and Small Business Workshop in Tehama County to explore opportunities and connections for small businesses that are looking to export or expand their business.
- Convened a brainstorming session with Tehama District Fair Manager & Chief Executive Officer Mandy Staley, and 3CORE team members on financing or grant options for plant improvements at the Red Bluff fairgrounds site.

Objective 4: Business Climate & Competitiveness – Position our region to establish cross-jurisdictional partnerships built on trust and authenticity to create the best working environments across industries and to access financial and intellectual opportunities.

- Worked with local legislative staff to develop language that could be introduced authorizing the de-federalization of older, high-performing EDA revolving loan funds.
- Attended a 2017 Transportation Forum hosted by Congressman Garamendi titled, “Funding the Vision, New Opportunities and Approaches for Regional Transportation Priorities.” This forum was held in coordination with the Butte County Association of Governments and Congressman LaMalfa, along with other key stakeholders. A highlight from the discussion was State route 70 to improve public safety and connectivity in our district.

- Attended 4 Board of Directors meetings of the California Finance Consortium (CFC), a team of organizations and economic development districts focused on increasing capital access to small business in the rural regions of the state.
- Continued to act in the capacity as CFC Agent creating initial systems and processes for loan participations and loan guarantees.
- Continued work as the Managing Member for the California Finance Consortium. Worked collaboratively with CALED and EDA to repurpose a state-wide RLF thereby increasing capital access in northern rural California.
- Raised \$500,000 for California Finance Consortium's loan participation pool and \$25,000 in grant funds to support operations.
- Attended a monthly Team Chico meeting with representatives from the Chico Chamber, CSU Chico, Alliance for Workforce Development, Chico Downtown Business Association, and the City of Chico to prepare business walks and discuss concerns/opportunities in the business community.
- Supported the Glenn County Community Development Director as she facilitated a board meeting and mixer with key manufacturing stakeholders in Glenn County.

Objective 5: Support Entrepreneurial Environment & Culture to Enhance Existing and Growing New Businesses – focus on supporting the Region's next generation of businesses by providing support programs tailor-made for the area's assets and creating the culture and connections for entrepreneurs to thrive.

- Secured \$77,500 in grants to support district-wide business financial readiness and technical assistance.
- Raised \$500,000 in lending capital from regional bank to support small and medium sized business located within the District.
- Provided 9 loans totaling \$1,002,115 in net lending to small and medium-sized businesses located within the District.
- Participated as a panelist on the Business Lending break-out session at the CED North State Economic Development Conference.
- Served on 2 panels at CSU-Chico Center for Entrepreneurship (CFE) to help critique student presentations.
- Attended the open house of the CFE Makers Space dedicated by the University President. Discussed partnership with ChicoStart shared workspace incubator Director.
- Appointed to the CFE Council to advise new CFE Director on the long-term Center strategy to expand courses and student participation
- Acted in a judge's role at the annual CSU-Chico Center for Entrepreneurship business competition.
- Continued to participate as member of the Board of Directors for Chico Start, a regional technology incubator and shared workspace center for emerging companies.
- In partnership with Redding Bank of Commerce and the San Francisco Federal Home Loan Bank, 3CORE raised \$30,000 to support a newly created business incubator in Glenn County. This

funding augmented an approved workforce development grant that will expand technical assistance, financial readiness, and mentoring through the incubator.

Objective 6: Community Safety & Health – Build, enhance, and adapt existing efforts while looking for opportunities to make the region more effective and relevant to both existing and new disaster risks.

- Informed District partners of the availability of SBA Disaster Funds available as a result of the wildfires that devastated Butte, Glenn, and Tehama County.
- Informed District partners of the release of an EDA NOFO to support Disaster Resiliency efforts and mitigation.
- Targeted business walks in high priority employment districts within the City of Chico with the Chico Downtown Business Association and Team Chico.
- Through Team Chico collaborative, provided local businesses in the Chico of Chico support as it relates to retail and shopping cart theft. Provided information related to best practices for business to address the challenges of enforcement of these issues.

Objective 7: Decision Making Elements: Develop local policies and strategies that will encourage and support regional collaboration among local governments and civic, business, and other community organizations to better enable our governments and our citizens to address California’s major economic, social, and environmental challenges in the years ahead.

- Through semi-annual one-on-one member meetings, assisted jurisdictions with identification of potential funding for various high priority economic development projects in the region.

Objective 8: Economic Resiliency: Conduct a risk assessment and identification to establish community-based early warning and prediction.

- Attended various economic development related conferences held locally and in regionally to stay current of economic development issues facing the region, including attendance at the CED North State Economic Development Conference.