City of Red Bluff General Plan

Economic Development Element

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Introduction

The following narrative provides an introductory discussion of the required and optional elements of a general plan. It also provides specific information on the benefits of including an Economic Development Element in the Red Bluff General Plan.

Elements of a General Plan

California Government Code Section 65300 requires every city and county prepare and adopt "a comprehensive, long-term general plan for the physical development" of the community. At a minimum, the plan must cover specified provisions addressed by each of the seven elements listed in the California Government Code Section 65302 including:

- Circulation
- Conservation
- Housing
- Land Use
- Noise
- Open Space
- Safety

California Planning law states that "the general plan may include any element(s) or address any...subject(s) which...relate to the physical development of the community (Government Code Section 65303)." The general plan guidelines, prepared by the Office of Planning Research, state that "upon adoption, an optional element becomes an integral part of the general plan. It has the same force and effect as the mandatory elements and must be consistent with the other elements of the plan."

Examples of optional elements to be considered for inclusion in a general plan include:

- Agricultural Land
- Air Quality
- Cultural Resources
- Historic Preservation
- Parks and Recreation
- Urban Design
- **Economic Development**

Economic Development Element

The purpose of an economic development element is to provide policy guidance for economic and business development within the City. Growing economic opportunities must be present for community residents to accumulate wealth beyond their basic economic needs.

Heads of households should be able to locate jobs that provide sufficient income to afford decent housing and raise their families in a satisfying environment. Young adults should have confidence that there will be employment opportunities in Red Bluff should they wish to remain in the area beyond High School. Local educational institutions and business assistance organizations should be strong enough to prepare residents for various business opportunities.

New business development can expand the property tax base and increase sales tax both directly and indirectly. Increasing City revenues has become important due to declining revenues from the effects of the State of California budget and the decline in natural resource related industries including major declines in timber related industries.

The retention and expansion of existing businesses is of equal importance. Existing businesses provide the foundation from which new business attraction efforts can be based. The cost of assisting existing businesses to expand can be substantially less than recruiting new businesses. If existing businesses are successful, new businesses will be attracted to the community. Therefore, efforts should be focused on understanding local business needs and providing assistance to existing businesses to make expansion more attractive within the community.

Background

The community's present and future demographics influence actions suggested in a general plan. The following information provides a current demographic picture of the City of Red Bluff, as well as Tehama County and suggests the future demographics of the area.

Aside from these demographic projections, other assumptions were used to construct the Economic Development Element. Those assumptions will be discussed later in this section.

Demographics

Population

Table 1 provides total population figures for Red Bluff, Corning, and Tehama County. Total population is a baseline upon which many other calculations such as age distribution and population density are defined.

Population growth typically is impacted by one or more of the following three factors: above average growth in jobs; household growth from commuters to jobs located elsewhere; or non-job related population growth, such as retirement migration. As shown in Table 1, the percentage change in population for the City of Red Bluff has remained somewhat stable over the past ten years.

The relatively stable population growth corresponds to a minimal change in Red Bluff's labor force over the same ten year time period (Table 4). The important fact to note, however, is that as population (Table 1) and labor force (Table 4) statistics have remained essentially unchanged, unemployment (Table 5) for Red Bluff has decreased relating to the on-set of positive economic growth within the City.

Table 1 – Population

	City of Red Bluff		City of Corning		Total County of Tehama	
Year	**Population**	**% Change**	**Population**	**% Change**	**Population**	**% Change**
1990	12,300	2.9%	5,800	3.1%	49,100	3.5%
1991	12,500	1.6%	5,975	3.0%	50,600	3.1%
1992	12,650	1.2%	6,075	1.7%	51,800	2.4%
1993	12,650	0.0%	6,025	-0.8%	52,600	1.5%
1994	12,650	0.0%	6,025	0.0%	53,200	1.1%
1995	13,050	3.2%	6,050	0.4%	53,800	1.1%
1996	13,000	-0.4%	6,125	1.2%	54,300	0.9%
1997	12,950	-0.4%	6,100	-0.4%	54,500	0.4%
1998	12,950	0.0%	6,125	0.4%	54,900	0.7%
1999	13,000	0.4%	6,100	-0.4%	55,200	0.5%
2000	13,150	1.2%	6,825	0.8%	56,400	2.1%
99-00 avg.	*12,855*	*.7%*	*6,142*	*.6%*	*53,730*	*1.4%*
2005(proj)	*13,190*	*0.2%*	*6,845*	*0.3%*	*60,600*	*1.5%*
2010(proj)	*13,230*	*0.2%*	*6,865*	*0.3%*	*63,700*	*1.0%*

Source: California Department of Finance, Demographic research Unit: CSUC, CED

Age Distribution

The age distribution of a population can have a significant impact on an area's schools, public services, and economy. Table 2 provides population data for the entire County including the

incorporated cities of Red Bluff, Tehama, and Corning, as well as the unincorporated areas. Over the past ten years, the population by age has changed only slightly. In 1999, 49% of the population was between the ages 20 – 60 while 29% were under 20 and 22% over 59.

Table 2 - Tehama County Population by Age

Year	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
1990	7,684	7,070	5,916	7,217	6,030	4,997	5,359	3,930	1,648
1991	7,777	7,528	5,837	7,358	6,325	5,053	5,461	4,134	1,761
1992	7,850	7,851	5,871	7,497	6,542	5,173	5,404	4,385	1,850
1993	7,816	7,951	5,935	7,496	6,644	5,265	5,348	4,489	1,932
1994	7,779	8,130	6,007	7,421	6,822	5,375	5,254	4,615	2,018
1995	7,818	8,292	6,138	7,378	7,023	5,438	5,219	4,690	2,199
1996	7,682	8,375	6,281	7,258	7,144	5,464	5,138	4,715	2,296
1997	7,621	8,390	6,537	7,088	7,194	5,654	5,041	4,727	2,371
1998	7,632	8,374	6,917	6,840	7,322	5,840	4,973	4,730	2,490
1999	7,656	8,378	7,312	6,678	7,447	6,004	5,007	4,731	2,593

Source: California Department of Finance, Demographic Research Unit: CSUC, CED

Population by Educational Attainment

Educational attainment information is used primarily for market research by those businesses attempting to target customers by level of education. In addition, this information is useful in determining the types of jobs that the economy of a particular region will be able to support. Table 3 includes educational attainment information for Red Bluff and Corning as well as the unincorporated area of the County.

Table 3 – Population by Educational Attainment (18 years and above)

	Less than 9th grade	9th to 12th No diploma	High School Graduate	Some College No degree	Assoc. degree	Bachelor's degree	Grad/Professional degree
Red Bluff	710	1,369	3,207	2,101	691	643	185
Corning	480	1,026	1,299	807	197	212	47
Tehama County	3,320	7,047	11,522	8,493	2,493	2,530	844
California	2,352,017	3,114,969	5,080,909	5,246,699	1,649,596	3,052,702	1,523,650

Source: U.S. Department of Commerce, Bureau of the Census, 1990 Census

Labor Force

Labor force is the total of employment and unemployment, excluding people in the armed forces. Although Red Bluff has seen slight changes in its labor force over the past 10 years, averaging approximately 2% per year, in 1991 and 1992 the City experienced a combined increase of 15.7% in its overall labor force. Table 4 includes information on the incorporated cities as well as the unincorporated area of the County.

Table 4 - Labor Force and %Change by Jurisdiction

Year	Red Bluff	% Change	Corning	% Change	Tehama Co.	% Change
1990	4,900	N/A	2,200	N/A	20,580	N/A
1991	5,300	8.2%	2,400	9.1%	21,780	5.8%
1992	5,700	7.5%	2,600	8.3%	23,770	9.1%
1993	5,500	-3.5%	2,500	-3.8%	23,010	-3.2%
1994	5,600	1.8%	2,600	4.0%	23,980	4.2%
1995	5,400	-3.6%	2,500	-3.8%	23,240	-3.1%
1996	5,400	0.0%	2,400	-4.0%	22,930	-1.3%
1997	5,700	5.6%	2,600	8.3%	24,170	5.4%
1998	5,600	-1.8%	2,500	-3.8%	24,080	-0.4%
1999	5,600	0.0%	2,600	4.0%	24,230	0.6%
2000	6,240	1.1%	2,740	5.4%	25,111	4.1%
2005(p)					*26,500*	*1.4%*
2010(p)					*27,800*	*1.0%*

Source: California Employment Development Department: CSUC, CED

Total Employment

Total employment figures outlined in Table 5 apply to the level of civilian employment in the cities and the county, and are based on place of residence. Total employment is an important statistic in that it shows how many people in an area hold a job of some kind.

As Table 5 illustrates, the City of Red Bluff experienced high unemployment figures throughout the early 1990's with the highest year being 1993. In 1997, the City began to see a turn around in unemployment figures with the lowest year being 1999 with an unemployment figure of 6.4% for the City. This decrease in unemployment represents a stronger local economy with positive job growth.

Table 5 – Total Employment and % Unemployment by jurisdiction

Year	Red Bluff Empl.	% Unempl.	Corning Empl.	% Unempl.	Tehama Co. Empl.	% Unempl.	California % Unempl.
1990	4,500	9.3%	1,900	13.8%	18,590	9.7%	5.8%
1991	4,800	10.7%	2,100	15.7%	19,360	11.1%	7.7%
1992	5,100	12.0%	2,200	17.5%	20,810	12.4%	9.3%
1993	4,800	12.7%	2,100	18.5%	19,970	13.2%	9.4%
1994	5,000	10.8%	2,200	15.9%	21,280	11.3%	8.6%
1995	5,000	10.9%	2,100	16.0%	20,610	11.3%	7.5%
1996	4,900	10.1%	2,100	14.9%	20,520	10.5%	7.2%
1997	5,200	8.7%	2,200	13.0%	21,970	9.1%	6.3%
1998	5,200	8.4%	2,200	12.5%	21,980	8.7%	5.4%
1999	5,300	6.4%	2,200	9.7%	22,600	6.7%	5.2%
2000	5,890	6.6%	2,510	10.0%	23,640	6.9%	4.9%
2005(p)					*24,200*		
2010(p)					*25,400*		

Source: California Employment Development Department: CSUC, CED

Job Growth by Industry

The Tehama County economy appears to be in a period of transition. For much of the County's history, the basic economy was resource based in industries such as agriculture, mining and timber production. While these business sectors remain significant to the County's overall economy, employment growth is also occurring in other sectors including the retail and service sectors.

In 1999, employment in the County was predominantly in retail trade and services, with approximately 45% of the local labor market employed in these two sectors. Government employment was approximately 15% of the total, agriculture/mining accounted for approximately 15%, and manufacturing yielded 11% of the County employment. Construction, transportation/utilities, wholesale trade, and finance made up the remaining 14%.

Table 6 outlines job growth by industry for both the incorporated and unincorporated areas of Tehama County. Job growth by industry is counted by place of work, regardless of where employees live and according to the U.S. Department of Commerce, both part-time and full-time jobs are counted equally. Job growth by industry is an important indicator of a healthy economy as well as a measure of economic diversity.

Table 6 – Tehama County Employment by Industry

Year	Ag & Mining	Constr.	Manuf.	Trans. & public utilities	Wholesale Trade	Retail Trade	Finance insurance & RE	Services	Govt. & Public Admin.	Total
1990	2707	797	2392	579	268	3508	892	3881	2749	17,773
1991	2757	837	2078	608	262	3697	979	4278	2742	18,238
1992	2732	836	2319	616	234	3953	938	4354	2769	18,751
1993	2819	827	2513	641	207	3837	953	4220	2807	18,824
1994	2881	812	2710	665	208	3907	1029	4494	2794	19,500
1995	2997	824	2595	669	278	4026	1013	4670	2820	19,892
1996	3179	850	2508	688	314	4038	1093	4638	3088	20,396
1997	3175	812	2654	722	273	3951	1140	4691	3223	20,641
1998	3343	823	2645	709	304	4259	1222	4885	3293	21,483
1999	3433	911	2648	771	323	5158	1338	5133	3359	23,074
2005(p)	3600	900	2700	700	400	5000	1300	5400	3600	23,600
2010(p)	3800	900	2700	600	500	5500	1300	5700	3800	24,800

Source: U.S. Department of Commerce, Bureau of Economic Analysis: CSUC, CED

According to data shown in Table 7 from the State Employment Development Department, over the next ten years the service and retail sectors are expected to account for the greatest increase in employment. This increase, along with increases in the agriculture/mining and government sector will account for the majority of new job creation for the Tehama County region.

Table 7 provides additional detail on the industries with the highest level of projected growth within the Tehama County region through the year 2010.

Table 7 – Tehama County Growth Industries

Industry	Est. Job Growth 2000-2005	% of Total new jobs 2000-05	Est. Job Growth 2006-2010	% of Total new jobs 2006-10	Est.Total new Jobs 2000-2010	% of Total new jobs 2000-10
Agri/ Mining	167	12.1%	200	16.7%	367	14.3%
Retail	158	11.5%	500	41.7%	658	25.5%
Services	267	19.4%	300	25.0%	567	22.0%
Govt./Pub Adm.	241	17.5%	200	16.7%	441	17.1%
Total New Jobs (all sectors)	1382	100%	1200	100%	2582	100%

Source: U.S. Department of Commerce, Bureau of Economic Analysis: CSUC, CED

Planning Assumptions

The following information outlines the primary assumptions used to create the City of Red Bluff Economic Development Element.

Internal Consistency

By law, all General Plan elements are to be internally consistent. For that reason, the information provided in the Economic Development Element was gathered from a variety of sources including but not limited to the existing City of Red Bluff General Plan with various elements adopted from 1991 - 1993 and the City of Red Bluff Downtown Revitalization Plan dated September 1999. No data included in the Economic Development Element was found to be in conflict with the existing plans adopted by the City of Red Bluff. In addition, many of the goals and policies were developed based on information contained in these plans. It is assumed that the goals and policies included in the City of Red Bluff General Plan as well as the Downtown Revitalization Plan are still an accurate reflection of the community's direction.

County Model for Economic Development Planning

Red Bluff, Corning, and Tehama County recognize that economic development problems and solutions cross jurisdictional lines. Regional cooperation, rather than competition, will position the county as a whole to take advantage of development opportunities and funding resources. As a result, many of the same goals, policies, and implementation measures can be found in the Economic Development Elements for each of these jurisdictions.

Explanation of Format

The Red Bluff Economic Development Element was developed using a variety of sources including, existing Red Bluff plans, information obtained from various other County and City plans, community visioning workshops, community planning workshops, and other economic development resources. The plan is made up of a series of goals, policies and implementation measures. Each goal of the plan is supported by at least one policy. Each policy statement is supported by at least one implementation measure.

Goals/Policies/Implementation Measures

A **goal** is a general expression of community values and an ideal future condition or direction the community is trying to achieve. A goal is not time dependent or quantifiable.

A **policy** is a specific statement that guides decision making. For a policy to be effective it should be clear and understandable. Policies are put into action by implementation measures.

An **implementation measure** is an action, procedure, or program that carries out the goals and policies of a general plan.

Subject Categories

The plan attempts to group the specific goals, policies and implementation measures by subject category. These categories include:

Economic Development Programs (P),
Economic Development Funding (F),
Tourism/Marketing (TM),
Employment (E),
Infrastructure (I), and
Natural Resources (NR)

Numeric Format

The individual goals, objectives, and implementation measures have been uniquely numbered to inform the reader of the subject matter of the item as well as how the item fits with other items within the plan. For example, each goal is given a number and a letter based on which number goal it is within a specific section. Goal P-1 refers to the first goal of the Economic Development Program section. See the section above for the letter abbreviation of each section. Each goal relates to at least one policy that will be listed beneath the goal. Policy P-1.1 refers to the first policy statement for the first goal located within the Economic Development Program section. Each Policy refers to at least one implementation measure that will be listed below. Implementation Measure P-1.1.1 refers to the first implementation measure for the first policy statement of the first goal located within the Economic Development Program section. When the same implementation measure is used in multiple sections, it is noted where that implementation measure can be found elsewhere in the plan.

Summary of Goals

The following list outlines the goals included in each section of the plan. The detailed information on each of the goals along with the corresponding policies and implementation measures can be found on the page number noted adjacent to each goal.

Economic Development Programs

Goal P-1

- To encourage public awareness and support for local economic development issues (*Page 13*).

Goal P-2

- To develop programs to assist with local job creation and job retention efforts in order to adequately meet the employment needs of existing and future Red Bluff Residents *(Page 14)*.

Economic Development Funding

Goal F-1

- To obtain adequate and reliable funding for economic development projects and programs through legislative action and other means *(Page 16)*.

Tourism/Marketing

Goal TM-1

- To increase tourist visitation/spending within the City of Red Bluff *(Page 17)*.

Goal TM-2

- To improve the economic vitality of the Downtown Target Area so that it can better serve the existing market area and the potential tourist market *(Page 17)*.

Employment

Goal E-1

- Expand the economic base to maintain a healthy and diverse local economy that meets the present and future employment, shopping, recreational, public safety, and service needs of Red Bluff residents *(Page 19)*.

Infrastructure

Goal I-1

- To provide and sustain adequate public infrastructure to support commercial, industrial, and recreational development within Red Bluff including clean up of contaminated industrial sites while minimizing City or taxpayer costs *(Page 23)*.

Goal I-2

- To provide and maintain a safe and adequate airport in the City *(Page 24)*.

Goal I-3

- To seek innovative ways to reduce the public cost burden on industrial and commercial development without transferring the burden to the residential sector *(Page 25)*.

Natural Resources

Goal NR-1

- Protect and enhance environmentally sensitive lands and natural resources while at the same time promoting business expansion, retention, and recruitment *(Page 26)*.

Goals/Policies/Implementation Measures

The following narrative outlines the proposed goals, policies and implementation measures relating to Red Bluff economic development. The primary responsible agency or agencies for overseeing each of the implementation measures in noted in bold and italics.

Economic Development Programs (P)

Goal P-1

➢ To encourage public awareness and support for local economic development issues.

Policy P-1.1

- Encourage citizen and business participation in City policy decisions and civic affairs and assure that all of the City's residents have equal opportunities to participate.

Implementation Measure P-1.1.1

- Provide notice of public meetings or hearings regarding economic development issues through the appropriate means governed by law as stated in California Government Code Sections 65090 – 65096 ***(City Manager)***.

Implementation Measure P-1.1.2

- Provide notice of City economic development meetings including City government meetings, and encourage Tehama Local Development Corporation to provide notice of meetings to economic development partners as appropriate such as the Tri-County Economic Development Corporation, Chambers of Commerce, Farm Bureau, Tehama County Resource Conservation District, local communities, and like organizations and encourage them to post the agendas on their respective websites when appropriate ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure P-1.1.3

- Develop a list of economic development stakeholders ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy P-1.2

- Utilize the Tehama Local Development Corporation, the Tri-County Economic Development Corporation, and/or other City designated economic development organizations to advise and recommend to the City policies and any course of action related to economic development.

Implementation Measure P-1.2.1

- Periodically review and update the Economic Development Element and establish the project priorities for future years through the Tri-County Economic Development District's Comprehensive Economic Development Strategy (CEDS) process as long as the City is a member of the Economic Development District ***(City Manager, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Goal P-2

➢ To develop programs to assist with local job creation and job retention efforts in order to adequately meet the employment needs of existing and future Red Bluff residents.

Policy P-2.1

- Assist in the retention and expansion of existing businesses through focused outreach and incentive programs.

Implementation Measure P-2.1.1

- Develop an action plan to encourage retention and expansion of existing target industry businesses ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure P-2.1.2

- Develop a new business orientation program to assist new businesses in obtaining information on business assistance programs and services ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure P-2.1.3

- Survey the business community periodically to determine the business community's evaluation of City services and to seek suggestions for improvement ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure P-2.1.4

- Develop a site inventory of potential vacancies in office, commercial, and industrial space to facilitate the movement of business from one facility to another. The information system should include data that characterizes the type and source of utilities available at each vacancy ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy P-2.2

- Target new industries that diversify and strengthen the local economy.

Implementation Measure P-2.2.1

- Develop a list of target industries that will diversify and strengthen the local economy *(see Implementation Measures E-1.1.1 page 19 and E-1.4.1 page 20)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure P-2.2.2

- Attract selected targeted industries that are consistent with the City's goal of balancing economic vitality and environmental protection as provided for in the City's General Plan ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy P-2.3

- Support partnerships with local educational/training service providers.

Implementation Measure P-2.3.1

- Assist, when possible, with the expansion of educational/training programs available to local residents (*see Implementation Measure E-1.5.1 page 20)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations).***

Economic Development Funding (F)

Goal F-1

➢ To obtain adequate and reliable funding for economic development projects and programs through legislative action and other means.

Policy F-1.1

- Maintain strong relationships with City legislative representatives.

Implementation Measure F-1.1.1

- Continue to meet with legislative representatives to discuss legislative issues that may impact the Red Bluff area ***(City Manager and City Council)***.

Policy F-1.2

- Actively pursue State and Federal funding for local economic development projects and programs.

Implementation Measure F-1.2.1

- Update the City's list of priority projects to be included in the Tri-County Economic Development District's long-term planning document, the Comprehensive Economic Development Strategy (CEDS) as long as the City is a member of the Economic Development District ***(City Manager, City Department Heads, City Council, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure F-1.2.2

- Work to obtain Federal, State, and local funding for projects listed as priorities within the CEDS document ***(City Manager, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Tourism/Marketing (TM)

Goal TM-1

➢ To increase tourist visitation/spending within the City of Red Bluff.

Policy TM-1.1

- Promote local festivals and other tourism attractions to Tehama County residents and the tourism market at large.

Implementation Measure TM-1.1.1

- Investigate the development of additional visitors attractions such as a Children's Museum, a Natural History Museum, a Skate Board Park, urban trail system components of the City's Downtown Revitalization Plan, etc. ***(City Manager, City Department Heads, Red Bluff Chamber of Commerce, Historic Red Bluff Association, and/or other City designated economic development organizations).***

Implementation Measure TM-1.1.2

- Continue to provide a monthly calendar of community events to be distributed by local hospitality related businesses and to be posted on local websites ***(City Parks and Recreation Department, Red Bluff Chamber of Commerce, Historic Red Bluff Association, and/or other City designated economic development organizations).***

Implementation Measure TM-1.1.3

- Prepare and distribute local marketing pieces in appropriate travel journals and magazines ***(Red Bluff Chamber of Commerce, Historic Red Bluff Association, and/or other City designated economic development organizations).***

Policy TM-1.2

- Promote Red Bluff's unique recreational opportunities and natural resources.

Implementation Measure TM-1.2.1

- Evaluate existing recreational opportunities and the potential creation of additional recreational opportunities ***(City Manager, City Department Heads, Red Bluff Chamber of Commerce, Historic Red Bluff Association, and/or other City designated economic development organizations).***

Implementation Measure TM-1.2.2

- Evaluate the impact of the closure of Lake Red Bluff to the City of Red Bluff and the local tourism industry ***(City Manager, Tehama Local Development Corporation, Chamber of Commerce).***

Goal TM-2

➢ To improve the economic vitality of the Downtown Target Area so that it can better serve the existing market area and the potential tourist market.

Policy TM-2.1

- Stimulate investment in the Downtown Target Area.

Implementation Measure TM-2.1.1

- Determine the feasibility of establishing a Redevelopment Project Area, which would include the major retail/service areas of the City ***(City Manager)***.

Implementation Measure TM-2.1.2

- Utilize Redevelopment Funds, if feasible, and other available funding sources to complete the necessary public improvements in the Downtown Target Area as described in the City's Capital Improvement Program ***(City Manager).***

Implementation Measure TM-2.1.3

- Utilize Redevelopment Funds, if feasible, and other available funding sources to assist private businesses within the Downtown Target Area to upgrade their storefronts ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure TM-2.1.4

- Prepare and submit an application for certification as a California Main Street community as funds become available ***(City Manager, Tehama Local Development Corporation, or other City designated economic development organizations)***.

Implementation Measure TM-2.1.5

- Implement the City of Red Bluff Downtown Revitalization Plan ***(City Manager, Department Heads)***

Policy TM-2.2

- Stimulate focused historic rehabilitation of commercial buildings within the Downtown Target Area and other retail/service areas of the City.

Implementation Measure TM-2.2.1

- Determine the eligibility for use of historic preservation funds and/or other funds for commercial building rehabilitation ***(City Manager, Tehama Local Development Corporation, or other City designated economic development organizations)***.

Employment (E)

Goal E-1

➢ Expand the economic base to maintain a healthy and diverse local economy that meets the present and future employment, housing, shopping, recreational, healthcare, public safety, and service needs of Red Bluff residents.

Policy E-1.1

- Broaden the employment opportunities for City residents by encouraging the expansion of new industries, which are appropriately suited for Red Bluff.

Implementation Measure E-1.1.1

- Complete an analysis of suitable growth industries for Red Bluff *(see Implementation Measures P-2.2.1 page 15 and E-1.4.1 page 20)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure E-1.1.2

- Continue to work with the Tehama Local Development Corporation or other City designated private economic development corporation to provide the necessary business recruitment services for the City *(see Implementation Measure E-1.4.2 page 20)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure E-1.1.3

- Promote the siting and provision of additional high quality daycare to facilitate employment ***(City Manager, City Department Heads, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy E-1.2

- Encourage the continued development of the health care industry to meet the needs of Red Bluff residents.

Implementation Measure E-1.2.1

- Expedite the permit review process, when appropriate, to accommodate expansion of the healthcare industry ***(City Manager, City Department Heads)***.

Implementation Measure E-1.2.2

- Assist, when possible, in identifying funding sources for the expansion of the healthcare industry ***(City Manager, City Department Heads, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy E-1.3

- Promote, when appropriate, affordable housing within the city limits of Red Bluff consistent with the adopted Housing Element and Land Use Element of the City of Red Bluff General Plan.

Implementation Measure E-1.3.1

- Review and update the General Plan Housing Element policies periodically to ensure an adequate jobs/housing balance within the City of Red Bluff ***(City Manager, City Department Heads, City Council, Planning Commission)***.

Policy E-1.4

- Prioritize the recruitment of industries that provide above-average wages to employees as described by the Employment Development Department average wage data for the County of Tehama.

Implementation Measure E-1.4.1

- Complete an analysis of suitable growth industries for Red Bluff (*see Implementation Measures E-1.1.1 page 19 and P-2.2.1 page 15)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure E-1.4.2

- Continue to work with the Tehama Local Development Corporation or other City designated private economic development corporation to provide the necessary business recruitment services for the City *(see Implementation Measure E-1.1.2 page 19)* ***(City Manager, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy E-1.5

- Promote the expansion of educational and career advancement training opportunities for the unemployed, underemployed and seasonal workers.

Implementation Measure E-1.5.1

- Promote the availability of educational and training resources for the Red Bluff labor force *(see Implementation Measure P-2.3.1 page 15)****(City Manager, Tehama Local Development Corporation, or other City designated economic development organizations).***

Policy E-1.6

- Support policies that further encourage and enable diversified commercial, industrial, agriculture, educational, and recreational development.

Implementation Measure E-1.6.1

- Periodically review the policies set forth in the City General Plan, the Zoning Ordinance and the Subdivision Ordinance ***(City Manager, Tehama Local Development Corporation, or other City designated organizations)***.

Implementation Measure E-1.6.2

- Review existing fee schedules and criteria ***(City Manager, City Department Heads, City Council, Planning Commission).***

Policy E-1.7

- Focus economic development efforts on projects that will maximize long-term net revenues to the City's General Fund.

Implementation Measure E-1.7.1

- Complete any required financial impact analysis prior to authorizing financial assistance to businesses for public infrastructure improvements. The analysis shall evaluate the impact the business will have on the City in terms of estimated revenues (sales tax, property tax, or other revenue), the stability of the company, and the amount of funding assistance being requested ***(City Manager, City Department Heads, Tehama Local Development Corporation and/or other City designated economic development organizations)***.

Policy E-1.8

- Continue to provide expedited permit review processing for time sensitive development proposals, which assist in diversifying the economy and expanding the economic base.

Implementation Measure E-1.8.1

- Continue to expedite the development review and permit issuance process in order to assist with time sensitive development projects that meet the goals of the City General Plan ***(City Manager, City Department Heads)***.

Implementation Measure E-1.8.2

- Further streamline the development review and permit issuance process whenever possible ***(City Manager, City Department Heads, City Council, Planning Commission).***

Implementation Measure E-1.8.3

- Provide additional flexibility in development standards and regulations and enable City to address innovative approaches to development ***(City Manager, City Department Heads, City Council, Planning Commission).***

Implementation Measure E-1.8.4

- Whenever legal and/or appropriate, adopt regulations and standards by resolution instead of ordinance ***(City Manager, City Department Heads, City Council, Planning Commission).***

Implementation Measure E-1.8.5

- Make development regulations, standards, and fee schedule more accessible by posting them on the City web page ***(City Manager, City Department Heads).***

Infrastructure (I)

Goal I-1

➢ To provide and sustain adequate public infrastructure to support commercial, industrial, and recreational development within Red Bluff including clean up of contaminated industrial sites while minimizing City or taxpayer costs.

Policy I-1.1

- Give a high priority to funding quality civic, public and community facilities, and basic infrastructure that serve a broad range of needs.

Implementation Measure I-1.1.1

- Pursue private, regional, State, and Federal funding sources to reduce local public infrastructure cost burdens to targeted businesses consistent with Implementation Measure P-2.2.1, page 15 ***(City Manager, City Department Heads, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy I-1.2

- Determine the economic and technological feasibility of demonstration projects for public infrastructure projects including, but not limited to wastewater treatment and methane gas.

Implementation Measure I-1.2.1

- Pursue funding for various infrastructure demonstration projects ***(City Manager, City Department Heads, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Policy I-1.3

- Promote a development pattern which, whenever possible, maximizes the use of existing public roads prior to constructing new roads as is stated in the City General Plan.

Implementation Measure I-1.3.1

- Develop a computer database of vacant development property to be used by City staff, the public, potential businesses coming to the area, and existing local businesses looking to expand. The database shall include information on public infrastructure available at or adjacent to the site, acreage, proximity to highway, and other relevant facts and be posted on the City web page ***(City Manager, City Department Heads, Tehama Local Development Corporation, and/or other City designated economic development organizations).***

Policy I-1.4

- Utilize capital improvements to stimulate business development and plan for such improvements through the City's Capital Improvement Program.

Implementation Measure I-1.4.1

- Include capital projects in the Capital Improvement Program for priority development areas within the City in order to foster business development ***(City Manager, City Department Heads, City Council, Planning Commission)***.

Implementation Measure I-1.4.2

- When developing the list of priority projects for the Tri-County Economic Development District's Comprehensive Economic Development Strategy (CEDS), the City shall consider including projects within their long-range capital improvement program in addition to applicable projects within the Economic Development Element ***(City Manager, City Department Heads, Tri-County Economic Development Corporation, Tehama Local Development Corporation, and/or other City designated economic development organizations)***.

Implementation Measure I-1.4.3

- Include plans for adequate telecommunication infrastructure within the Capital Improvement Program for priority development areas ***(City Manager, City Department Heads, City Council, Planning Commission)***.

Goal I-2

➢ To provide and maintain a safe and adequate airport in the City.

Policy I-2.1

- Support land use decisions that recognize the importance of airports to commercial, agriculture and general aviation users.

Implementation Measure I-2.1.1

- Work with the County's Airport Land Use Commission to promote land use decisions that are focused on maintaining or enhancing the City's airport for commercial, agricultural and general aviation related uses ***(City Manager, City Department Heads, Airport Land Use Commission, City Council, Planning Commission)***.

Implementation Measure I-2.1.2

- Continue to implement the Airport Master Plan to ensure that the demands of the future can be met and the surrounding land uses will be compatible with airport activities ***(City Manager, City Department Heads, Airport Land Use Commission, City Council, Planning Commission)***.

Implementation Measure I-2.1.3

- Continue the long term improvement and maintenance of the Red Bluff Municipal Airport as scheduled in the City's Capital Improvement Program ***(City Manager, City Department Heads, Airport Land Use Commission, City Council, Planning Commission)***.

Goal I-3

➢ To seek innovative ways to reduce the public cost burden on industrial and commercial development without transferring the burden to the residential sector.

Policy I-3.1

- Investigate the feasibility of redevelopment, the formation of assessment districts or fee deferral programs when appropriate.

Implementation Measure I-3.1.1

- Evaluate the feasibility of utilizing redevelopment funding mechanisms to assist with public infrastructure costs ***(City Manager, City Department Heads)***.

Implementation Measure I-3.1.2

- Continue to provide information to landowners on the potential of establishing assessment districts ***(City Manager, City Department Heads)***.

Natural Resource Preservation (NR)

Goal NR-1

➢ Protect and enhance environmentally sensitive lands and natural resources while at the same time promoting business expansion, retention, and recruitment.

Policy NR-1.1

- Continue to preserve and promote Red Bluff's natural resources including agriculture, timberlands, water and water quality, wildlife resources, minerals, natural resource lands, recreation lands, scenic highways, and historic and archaeological resources. The protection of natural resources is of the utmost importance and promoting business expansion, retention and recruitment should compliment and enhance the natural resources while reducing negative impacts.

Implementation Measure NR-1.1.1

- Periodically review the policies set forth in the City's General Plan, Zoning Ordinance and Subdivision Ordinance ***(City Manager, City Department Heads, City Council, Planning Commission)***.