

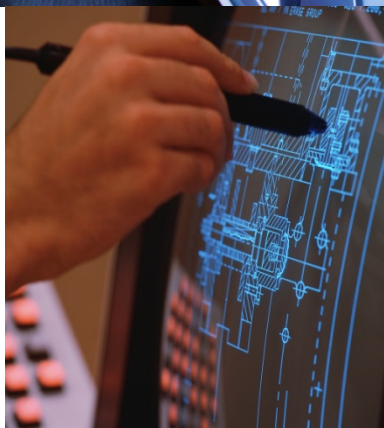
Shasta L.E.A.D Strategic Plan

Leveraging our
Economic
Advantages
and Diversity



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The EDC Vision Statement for Shasta County

Shasta County is and will continue to be the center of trade and commerce for Upstate California, by maintaining a competitive vitality that allows businesses to thrive in a global market.

The EDC Mission Statement

The EDC of Shasta County is a 501C3 Public Benefit Corporation focused on growing, diversifying and maintaining a balanced economy, leading to more economic stability and sustainability for our region.

The EDC Principles and Core Values

- Economic Balance
- Higher Wages
- Preservation of Lifestyle
- Wealth Creation



Strategic Goals

- **Balanced Industry:**
Work towards a diverse mix of small to midsized companies that will create a balanced economy as measured by sector type.
- **Job Creation:**
To make job creation the center of all recruitment and expansion projects.
- **Economic Vitality:**
To work on all the areas of competitive advantage to create an economic vitality in which business has the maximum opportunity to thrive.
- **Use the Shasta Metro Enterprise Zone** advantages to assist business in expansion and job creation.
- **Develop a target marketing plan** leveraging our west coast location and California cost advantage. Three regions of focus: California, East Coast and Asia.



Areas of Responsibility and Focus

1. **Economic Development:**
 - Business Recruitment
 - Business Expansion and Retention
 - Entrepreneurial Development

2. **Competitive Vitality:**
 - Capital Resources
 - Workforce Development
 - Regulatory Assistance
 - Business and Tax Incentives
 - Technology
 - Special Projects

3. **Investor Services**



Economic Development

Business Recruitment

Mission:

Continue an aggressive primary industry recruitment strategy targeting small and medium size growth clusters.

Objectives Served:

To strengthen the economic base of the region by focusing on primary industry creation with higher job output.

Outcomes:

A more balanced mix of primary, service, government and retail, which will provide more economic depth to the region.

Strategies:

1. Identify industry clusters suited to our region.
2. Create a contact system to feed information to companies within the identified clusters using:
 - Electronic contact systems supported by website information
 - Target industry trade shows
 - Direct prospecting by phone, personal contact etc.
3. Move our marketing focus from general industry contacts to specific regional markets:
 - California - Cost Advantage
 - East Coast and Mid West – West Coast location
 - Asia – US access
4. Maintain a comprehensive client tracking system.
5. Leverage the networks of our existing businesses to develop new prospects



Economic Development

Business Expansion and Retention

Mission:

The EDC will work to ensure the expansion and retention of existing primary industries by maintaining their connection with a network of resources.

Objectives Served:

Maintain job stability by ensuring companies have access to all the resources available.

Outcomes:

Job creation and retention from within can be the most cost effective and sustainable job growth.

Strategies:

1. Continue to manage and market the benefits of the Shasta Metro Enterprise Zone to local businesses.
2. Coordinate a menu of services available to existing businesses from our Shasta County economic partners – labor, finance, technology, local government.
3. Maintain and strengthen our data base of regional business information including manufacturers directory, retention surveys etc.
4. Maintain relationships and leverage resources with local business groups such as Chamber of Commerce, Shasta Builders Exchange, and Shasta Association of Realtors.
5. To continually seek opportunities, markets and tools for Companies in our region



Economic Development

Entrepreneurial Development

Mission:

To foster an innovative environment that encourages and supports entrepreneurial startups from product creation to successful company.

Objectives Served:

To build a new base of primary industry from within the region.

Outcome:

By building an innovative culture in our region we look to stimulate a ground swell of business entrepreneurs leading to business and job growth.

Strategies:

1. To build an awareness of innovative ability in the area.
2. To connect current resources.
3. To seek public and private resources as needed.



Competitive Vitality

Capital Resources

Mission:

To maintain a pool of financial resources for the various needs of companies.

Objectives Served:

Will allow companies access to capital as they grow.

Outcome:

Ensuring capital availability, recognizing capital availability is the oil that lubricates our regional economy.

Strategies:

1. Work with Superior California to connect businesses to available Federal and State funding sources- SBA finance and Revolving Fund finance.
2. Work with local and regional banks to ensure businesses have access to capital needs.
3. Work with Golden Capital Network to create opportunities for local startups to access venture capital.
4. Work with interested parties to develop a local Angel Fund.



Competitive Vitality

Workforce Development

Mission:

Insure that existing companies and new companies have an adequate supply of trained workers.

Objectives Served:

Coordinate and assist local educational institutions with businesses to develop innovative training initiatives for workforce development.

Outcomes:

The ability to provide effective workforce training will create a skilled workforce leading to higher employment and a more competitive region in attracting businesses.

Strategies:

1. Support and strengthen the Industrial Task force to represent local and targeted industry training needs.
2. Continue to develop a strong working relationship with local, public and private education, vocational and training institutions.
3. Support youth initiatives aimed at providing opportunities for the 18 to 34 age groups to have viable quality employment opportunities in Shasta County.
4. Continue to strengthen the working relationship with Shasta College Workforce and Economic Development Department.
5. Work with Simpson University to develop opportunities for higher education placement.
6. Periodically survey our Investor companies to monitor workforce skill level and availability.



Competitive Vitality

Regulatory Assistance

Mission:

To assist companies with all levels of Government regulatory needs.

Objectives Served:

To create a faster, smoother and where possible a more cost efficient process for regulatory processes.

Outcome:

To maximize the competitiveness and attraction to companies considering us as a site location.

Strategies:

1. Maintain a strong relationship with State and Federal governing offices.
2. To meet periodically with various local jurisdictions to maintain a clear understanding of processes.
3. Maintain a strong relationship with jurisdictional department heads to be able to assist companies with processing.
4. Monitor competing markets and relay information to local jurisdictions.



Competitive Vitality

Business and Tax Incentives

Mission:

To maintain a data base of all incentives and tax rebate programs available to business.

Objectives Served:

To maintain maximum competitiveness for our region by ensuring all business prospects are aware of available business and tax incentives.

Outcome:

This will result in more business recruitment and retention resulting in job creation and retention.

Strategies:

1. Monitor and maintain a data base of incentive programs available for recruitment and expansion.
2. Ensure all incentives are well marketed as competitive advantages in our region.
3. Monitor incentives in competing regions.
4. Monitor State and Federal tax incentive programs for opportunities for local companies.
5. Meet with local jurisdictional economic development professionals and begin working toward a Regional Incentive Plan.



Competitive Vitality

Technology

Mission:

Recognize that technology not only drives industry but is a potential business cluster for our area.

Objectives Served:

By expanding our technology infrastructure we can grow our industrial base.

Outcome:

A strong technology infrastructure in our region will put us in a competitive position for future industrial expansion.

Strategies:

1. Periodically survey our investor companies for future technology needs.
2. Work with technology partners i.e. Shasta Technology Group to explore broadband expansion.
3. Seek recruitment of companies that can expand broadband service.
4. Monitor how competing regions develop technology infrastructure.



Competitive Vitality

Special Projects

Mission:

Invest in community projects, programs and studies that support EDC's goals.

Objectives Served:

Infrastructure development is essential to a successful attraction and expansion program.

Outcome:

The EDC will continue in its role of community leadership and will invest in a range of projects to enhance Shasta County and the Shasta Metro Enterprise Zone as a business location.

Strategies:

1. Support infrastructure development including roads, water, electricity, wastewater and landfill.
2. Continue the role as a marketing facilitator for the Stillwater Business Park and work on finding other similar opportunities.
3. Assist in developing a region wide GIS mapping system offering data on sites and facilities.
4. Continue to support enhanced air service to Shasta County and assist in the airport expansion project.
5. Support and coordinate the activities needed to either extend the life of the Shasta Metro Enterprise Zone or create a new application if a competitive process is initiated.



Investor Services

Mission:

To provide added value to Investors and the region.

Objectives Served:

Develop programs and initiatives that support the EDC Investor Companies and enhance the value of the program in the local market.

Outcomes:

EDC Investors will be fully engaged and informed of all of the activities and results of the strategic plan.

Strategies:

1. Coordinate biannual investor meetings.
2. Provide annual and quarterly reports comparing goals and accomplishments.
3. Provide personal presentations to Investors and staff as requested.
4. Create a brown bag round table at the EDC office monthly for Investors to drop in and discuss opportunities for our region. One Leader from the region will be invited to each meeting.
5. Produce an Investor directory.
6. Utilize Investors in recruiting and retention opportunities.
7. Provide access to EDC research where appropriate.
8. Provide Website linkage to the EDC website.

