

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



Del Norte County, California 2011 - 2016
Adopted August 2011
Tri-Agency Economic Development Authority

Preface

Del Norte County's 2011 – 2016 Comprehensive Economic Development Strategy (CEDS) is an update and extension of the previously adopted 2006 – 2008 CEDS. A CEDS Strategy Committee was created representing a cross-section of the business and public communities. The Strategy Committee provided the recommendations for the updates that were posted on the Tri-Agency website and made available for public comment. The United States Department of Economic Development Administration (EDA) requires that a community include a CEDS with applications for federal funding.

Demographic information in this CEDS is from the Del Norte County Economic and Demographic Profile prepared by the Center for Economic Development at California State University in Chico, CA. Additional information was obtained from the annual economic summit presented by the Crescent City/Del Norte Chambers of Commerce in April 2011.

In March 2011, a devastating tsunami struck our harbor. The tsunami was generated by an event that occurred in Japan. The harbor's docks and physical infrastructure were completely destroyed. The approximately 104 commercial fishing vessels that normally call Crescent City Harbor home were relocated to communities further south along the coast, to severe economic repercussions within our community. More information regarding the economic impact of this event is discussed later in this report.

The contents of this 2011 - 2016 CEDS are organized into seven major sections: Introduction, Area Overview, Regional Resources, Regional Needs, Regional Vision and Goals, Action Plan, and Evaluation Plan.

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ABBREVIATIONS AND ACRONYMS

Cal EMA – California Emergency Management Agency

CEA – Council of Economic Advisors

CEDS – Comprehensive Economic Development Strategy

DNEDC – Del Norte Economic Development Corporation

EDA – U.S. Economic Development Administration

FEMA – Federal Emergency Management Agency

JPA – Joint Powers Authority

NCSBDC – North Coast Small Business Development Center

SBA – U.S. Small Business Administration

STAA – Surface Transportation Assistance Act

TOT – Transient Occupancy Tax

Tri-Agency – Tri-Agency Economic Development Authority

| USDA RD – U.S. Department of Agriculture Rural Development

INTRODUCTION

The 2006 – 2008 Comprehensive Economic Development Strategy (CEDS) was adopted by the Del Norte County Board of Supervisors in May 2006. This document is intended to build on, revise, and expand the economic development strategy developed by the community in that document.

1.1 Del Norte Economic Development Planning

The Tri-Agency Economic Development Authority (Tri-Agency) is a California Joint Powers Authority (JPA) established on December 9, 1975. The Tri-Agency represents the economic development interests of the County of Del Norte, the City of Crescent City, and the Crescent City Harbor District. The Tri-Agency's primary functions are:

1. assist existing businesses in retaining their employees, as well as in expanding their businesses
2. encouraging new businesses to locate in the community
3. coordinating economic development activities with other organizations in the community

Included in Task 3 is the mandate to maintain the CEDS to allow entities in the region to apply for economic development grants and assistance from the Economic Development Administration (EDA).

For the purposes of this CEDS, the “region” is the entire County of Del Norte and includes the City of Crescent City, the Crescent City Harbor District, and the unincorporated communities throughout the county.

The 2006 – 2008 CEDS was approved by EDA as the regional economic planning template. Many of the goals and objectives in that document have been completed, revised or are no longer applicable. In addition, substantial changes have occurred in the global, national, and regional economies since that document was created. This CEDS updates the community economic strategies to address changes in the regional and local economies.

The Comprehensive Economic Development Strategy Committee was selected in accordance with EDA's recommendations for the Committee's composition of being a majority of private sector business representatives. The members of the Comprehensive Economic Development Strategy Committee are listed in Appendix A.

About the Tri-Agency

The Tri-Agency is a quasi-public entity created to serve as a vehicle for long-term economic development planning at the regional level. The entity is comprised of a contract Executive Director and a Board of Governors (Commissioners). There are two Commissioners each from the City, the County, and the Harbor District, all of whom are appointed to the Tri-Agency Board on an annual basis. The Board creates and adopts an annual action plan that is implemented by the Executive Director.

The Tri-Agency Executive Director has access to a volunteer organization of experienced local business persons referred to as the Council of Economic Advisors (CEA). The CEA provides expertise and direction as requested by the Executive Director.

The Tri-Agency interacts with other economic development and planning entities in the region but primarily with the local Small Business Development Center. The Tri-Agency, in partnership with the County, has created and actively maintains a micro-enterprise loan program to foster entrepreneurship in Del Norte County.

1.2 Comprehensive Economic Development Strategy (CEDS)

The Tri-Agency has produced this CEDS in general accordance with the requirements of the U.S. Economic Development Administration (EDA) to provide a framework for county-wide economic development planning. The document can also be used as an economic development information resource for the region.

Following this Introduction, the CEDS is divided into the following sections:

Area Overview – This section includes an analysis of the current conditions, trends and issues that will affect the regional economy.

Regional Resources – This section discusses the economic development resources and entities available in the region.

Regional Needs – This section discusses the needs identified by the community and the CEDS Strategy Committee.

Regional Vision and Goals – This section includes the updates to the previous CEDS goals and objectives as well as additions recommended by the CEDS Strategy Committee. The purpose of this section is to answer the question of “Where do we want to be in the next ten to twenty years?” The goals and objective included in this section are intended to further the region’s progress towards its vision statement.

Action Plan – The Action Plan identifies the activities that will move the region towards fulfilling the identified goals and the regional vision. The programs and activities are prioritized and include an implementation schedule.

Evaluation Plan – The Evaluation Plan describes the process that will be used by the Tri-Agency to evaluate the progress in the region’s achievement of the economic development goals. It also includes performance measures that can be used to evaluate the progress and to identify activities that no longer support the region’s overall mission.

The CEDS is intended to be a “living document” that is periodically reviewed and updated to reflect the economic development progress and changes in the region. Throughout the document, additional information and resources are referenced by Internet website URL addresses. This will allow the reader to research additional information as well as help to reduce the amount of paper used to produce this document by not including the full references as appendices.

We welcome and comments or suggestions on improving this working document. Please submit your comments or suggestions to: Bill Renfroe, Tri-Agency Executive Director, 707-464-3500 or brenfroe@tri-agency.org. The Tri-Agency website is <http://www.tri-agency.org>.

1.3 Notes on the 2011 Tsunami and the 2006 – 2008 CEDS

This CEDS update was in production when the March 2011 tsunami event occurred. Since that time, there has been a continuous flurry of economic development change and activity. Both a federal Presidential disaster declaration and a State emergency declaration were made. The federal response has been coordinated through the Federal Emergency Management Agency (FEMA), and the state's response has been coordinated through the California Emergency Management Agency (Cal EMA).

The event had several levels of economic impact on the community. The most immediate was the loss of revenue by the Harbor District from moorage fees. Many of the fisherman relocated to other ports since access to the Crescent City Harbor was no longer viable. The loss of commercial fisherman created a domino effect that rippled through our regional economy. Fueling facilities, equipment suppliers, ice suppliers, seafood processors, boat maintenance businesses, restaurants, and many others saw substantial numbers of their clientele leave the community. Damage to fishing vessels occurred and two days of business interruption costs were incurred by essentially all businesses due to the forced tsunami evacuation of all downtown.

The current 2006 – 2008 CEDS has been useful in helping to focus the economic development direction in the community. As part of the EDA required 5-year update, this CEDS will include and integrate many of the goals and objectives from the 2006 – 2008 CEDS as well as plans for restoration of the Harbor.

2.0 AREA OVERVIEW

The physical area covered by this CEDS is the entire County of Del Norte. Del Norte County is a Pacific coastal community located in the northwestern most corner of California. Crescent City is the county seat and the only incorporated city in the County.

The population of the County is 28,610 and the population of the City is 7,643, based on the 2010 census. The City's population includes inmates at Pelican Bay State Prison. Other 2010 census-designated communities in the County include:

- Bertsch-Oceanview – 2,436
(A suburb of Crescent City)
- Gasquet – 661
- Hiouchi – 301
- Klamath – 779
- Smith River – 866

There are about 1,230 square miles in the County, of which 1,007 are land and the other 222 square miles are water. Estimates vary, but at least 70% of the lands of the County are governmental lands. This includes State and Federal lands, Tribal lands, Redwood National and State Parks, Six Rivers National Forest, Smith River National Recreation Area, Bureau of Land Management lands, and monument lands.



The region is also home to four federally recognized Native American tribal entities:

- Elk Valley Rancheria (Tolowa Tribe)
- Smith River Rancheria (Tolowa Tribe)
- Resighini Rancheria (Yurok Tribe)
- Yurok Tribe (Headquarters)

These organizations are a vital part of the economic development engine in the region.

The County's current history dates back to the 1857 establishment of the County of Del Norte. The region prospered over the decades primarily due to resource extraction-related businesses starting with the California gold rush and morphing over the decades to timber (primarily redwood) and fishing. Today, the economy is tourism based, with tourists travelling from around the world to view the redwoods, lighthouses, and scenic beaches. The agricultural community includes organic dairy farms, the largest concentration of lily bulb production in the U.S., a thriving farmer's market, and a world class cheese factory.

Dungeness crab is the leading seafood produced in the region and a critical part of the region's economy. The Crescent City Harbor is ranked number one for total tonnage of Dungeness crab landed at ports in California. Most of the crab is shipped live out of the region, but one seafood processor is still seasonally active in the Crescent City area.

The ecosystem in the region is extraordinarily varied and complex. There are miles of pristine beaches, the largest fresh-water lagoon in the state, wetlands, rainforests, rare groves of ancient redwoods, one of the cleanest rivers in the U.S. – the Smith River, the Klamath River, ghost towns, and numerous lakes and streams suitable for fishing and swimming.

The region is in a seismically active zone and has the potential for a major subduction earthquake. The region, specifically Crescent City, has the dubious distinction of having the most tsunami events of any North American city. The unique offshore underwater geography is a major factor in the relatively high frequency of tsunami events in the community.

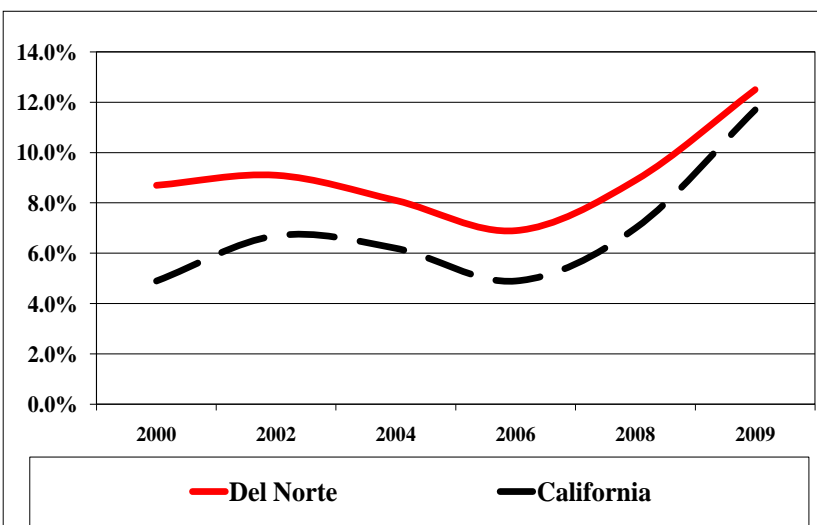
The region is home to the headquarters of the Redwoods National Park, two world class lighthouses, and the largest commercial tourist attraction north of San Francisco on the California coast, Trees of Mystery. The largest employer in the region is the Pelican Bay State Prison (approx. 1,500) and the largest private sector employer is Sutter Coast Hospital (approx. 1,400).

2.1 Jobs and the Economy

Over the last decade, the region's unemployment has been consistently higher than the state levels of unemployment. In 2007, the national, state and regional unemployment levels began to rise at a faster pace as a result of the global economic crisis. Current unemployment levels remain in the double-digit range.

While unemployment rates are essentially unchanged from last year the region has actually lost jobs. This is in part due to the tsunami impacts mentioned above, as well as the fact that much of the region's job market is based in federal, state, county, and local government jobs. This job sector is seeing an overall reduction as budgets are reduced across the government spectrum.

**Annual Average Unemployment Rate Comparison
2000 - 2009**



Source: California Labor Market Information Division

The table below provides details on those sectors that have gained and/or lost jobs based on a year-to-year and a month-to-previous-month comparison. On an annual basis there is growth in the farm and goods-producing sectors – both up 3.8%. There are job losses in non-farm, service providing, and government sectors. Hospitality and leisure has seen a loss of 1.3%, education & health services a loss of 1.6%, and

information a loss of 10%. Federal government job losses were significant at 20% when compared to the previous year.

<i>Del Norte Employment and Unemployment</i>					
	<i>May 2010</i>	<i>Apr 2011 Revised</i>	<i>May 2011 Prelim</i>	<i>Percent Change Month Year</i>	
Civilian Labor Force ⁽¹⁾	11,730	11570	11,500	0.6%	-2.0%
Civilian Employment	10,240	10050	10,030	-0.2%	-2.1%
Civilian Unemployment	1,490	1530	1480	-3.3%	0.7%
Civilian Unemployment Rate	12.7%	13.2%	12.8%		
(CA Unemployment Rate)	11.9%	11.7%	11.4%		
U.S. (Unemployment Rate)	9.3%	8.7%	8.7%		
Total, All Industries ⁽²⁾	8,250	8,060	8,120	0.7%	-1.6%
Total Farm	260	260	270	3.8%	3.8%
Total Nonfarm	7,990	7,800	7,850	0.6%	-1.8%
Total Private	3,950	3,880	3,920	1.0%	-0.8%
Goods Producing	260	260	270	3.8%	3.8%
Mining, Logging & Construction	170	160	170	6.3%	0.0%
Manufacturing	100	100	100	0.0%	0.0%
Service providing	7,730	7,540	7,580	0.5%	-1.9%
Private Service Producing	3,680	3,610	3,650	1.1%	-0.8%
Trade, Transportation & Utilities	1,100	1,080	1,100	1.9%	0.0%
Information	100	90	90	0.0%	-10.0%
Financial Activities	190	190	190	0.0%	0.0%
Professional & Business Services	170	180	170	-5.6%	0.0%
Educational & Health Services	1,230	1,210	1,210	0.0%	-1.6%
Leisure & Hospitality	770	740	760	2.7%	-1.3%
Other Services	130	130	130	0.0%	0.0%
Government	4,050	3,920	3,930	0.3%	-3.0%
Federal Government	250	190	200	5.3%	-20.0%
State & Local Government	3,800	3,740	3,730	-0.3%	-1.8%
State Government	1,640	1,640	1,640	0.0%	0.0%
Local Government	2,160	2,090	2,100	0.5%	-2.8%

(1) Civilian labor force data are by place of residence; include self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding. The unemployment rate is calculated using unrounded data.

(2) Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding.

Source: California Employment Development Department - Labor Market Information Division

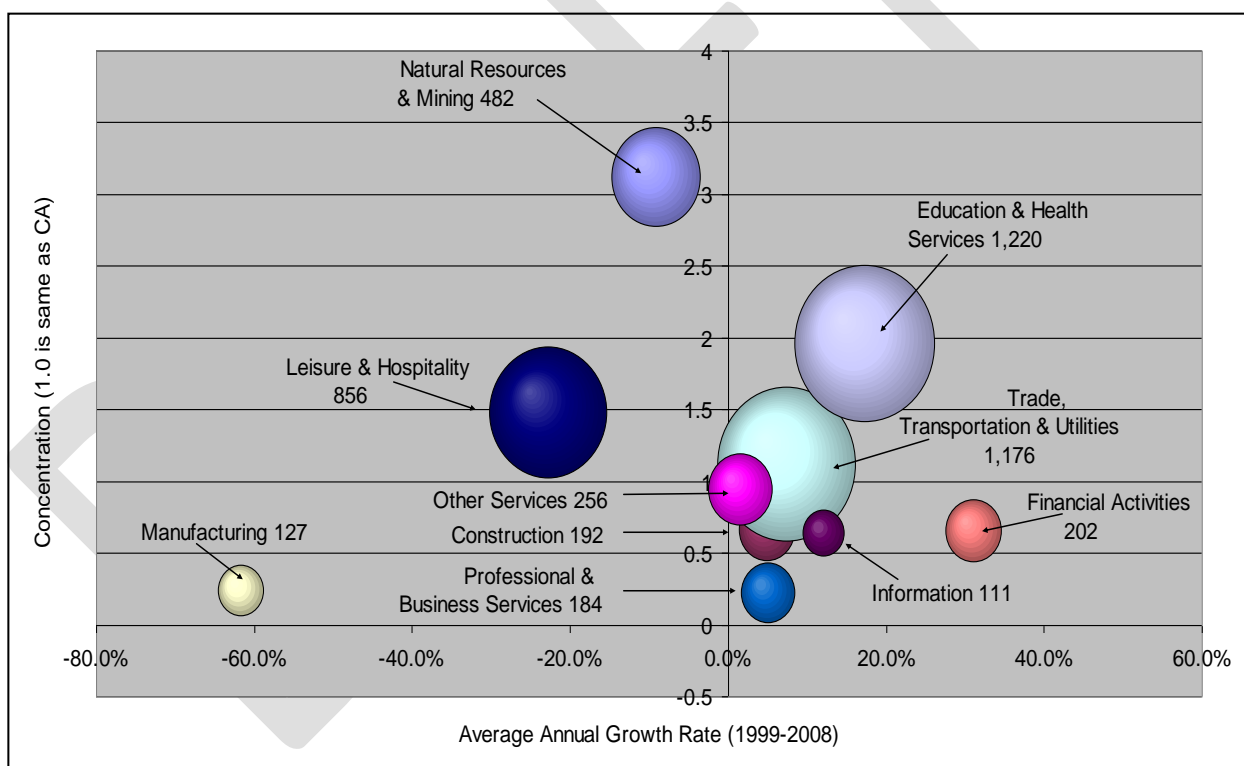
2.2 Cluster Analysis

The following cluster analysis was prepared for Del Norte County and was presented in 2010 by Dennis Mullins from the California Economic Development Department. Those “bubbles” above the zero horizontal line indicate concentrations of jobs – the bigger the “bubble” the more jobs in that market cluster. Those clusters to the left of the vertical axis indicate clusters where jobs are declining and the clusters to the right indicate areas of the economy where job growth is increasing.

The following link is to the referenced report: <http://northcoastprosperity.com/local-economy/targets>

The diagram indicates that the largest growth potential is in the Education & Health Services market. Manufacturing, Leisure & Hospitality, and Natural Resources & Mining are all identified as declining job market areas.

It is important to note that this information has not been updated to reflect the economic impacts of the tsunami of 2011.



2.3 Regional Population and Workforce

In general, the median household income has risen from the year 2000 value of \$30,166 (\$46,836 for California) to \$38,252 (\$58,925 for California) in 2009. The county ranked 51 out of 58 counties in the state for household income.

The poverty rate or percentage of the population living below the federal poverty level has increased from 21.8% in 2000 to 23.1% in 2009 while the statewide rates for the same period were 12.7% and 14.2%. Slightly more than 2,000 households were participating in the California food stamp or “CalFresh” program in 2009.

The population data for the last decade indicate a relatively stable base population, ranging from about 27,500 to 29,500. The recent census information indicates that there has been a significant drop (3%) in the population between 2009 and 2010.

This may be attributable to people leaving the region in search of better job opportunities. Even with this recent population decrease, the region has seen a 4% growth in population over the past decade.

One public high school (Crescent City High) and one junior college (College of the Redwoods) are located in the county. The drop-out rate for high school students in the 2007-2008 school year was 74 students or 4.5%. This is lower than the statewide drop-out rate of 4.9%. The 2007-2008 school year also saw a record for the number of graduates, 58 or 24.4%, that were qualified to attend the University of California or California State University higher education system.

Del Norte County	
Year	Population
2010	28,610 ⁽¹⁾
2009	29,500 ⁽²⁾
2008	29,428 ⁽²⁾
2007	29,260 ⁽²⁾
2006	28,995 ⁽²⁾
2005	28,995 ⁽²⁾
2004	28,679 ⁽²⁾
2003	28,254 ⁽²⁾
2002	27,912 ⁽²⁾
2001	27,595 ⁽²⁾
2000	27,514 ⁽²⁾
Sources: (1) U.S. 2010 Census, (2) California Department of Finance	

2.4 Infrastructure

In the late 1990s the CEA worked with others in the community to compile an infrastructure needs and status report. The document was entitled **HAS199.com** and was an acronym for “**H**arbor, **A**irport, **S**ewer, **H**ighway **199** and **B**roadband internet (**.com**). The following is an assessment of the region’s infrastructure:

Harbor

The Crescent City Harbor District is a California Special District organized to operate and maintain the Harbor. The Crescent City Harbor is primarily an active commercial fishing harbor, rather than a recreational facility. As mentioned above, the Harbor was devastated by a tsunami in March of 2011. State and Federal disaster relief was made available for repairing and restoring the Harbor, but actually obtaining that financial aid is a time-consuming and paperwork-intensive process. The Harbor was just recovering from a smaller tsunami that occurred in 2006. While some financial aid was made available as a result of the 2006 event, not much of the funds were actually spent on physical reconstruction. Most of the efforts in the intervening years were focused on obtaining the necessary state and federal permits to effect the upland and in-water repairs. Currently the Harbor has access to approximately \$40 million to redesign and reconstruct the Harbor to current design standards.

The Harbor District staff is working diligently to enact temporary measures that will allow the Harbor to be operational by mid-October 2011. This is critical for the all important Dungeness crab harvest season.

Airport

Del Norte County has a regional general aviation airport – Jack McNamara Field. The airport is currently served by commercial carrier SkyWest Airlines, doing business as United Express. The County of Del Norte owns the airport, but airport management is carried out by a joint powers authority called the Border Coast Regional Airport Authority (BCRAA). Members of the BCRAA Board include the County of Del Norte, the City of Crescent City, the Elk Valley Rancheria, the Smith River Rancheria, the City of Brookings, (Oregon), and Curry County (Oregon). Each member is responsible for a portion of the operational expenses of the airport.

The terminal facilities were built in 1950 and no longer meet the needs of travelers, carriers, or the Transportation Security Administration. For more than seven years efforts have been underway to permit, design, and fund airport improvements in accordance with the approved Airport Master Plan, including a new terminal. In early 2011, the final environmental approvals were received and the airport improvements were given the “green light”. Unfortunately, the timing coincided with serious state and national economic deficits and funding is no longer readily assured.

Enplanements at McNamara field are steadily increasing and as of mid-2011 are currently exceeding the enplanement projections in the Airport Master Plan.

Sewers and Wastewater Treatment Facilities

Crescent City and some of the urbanized County areas immediately surrounding the City are connected to the Crescent City wastewater treatment plant. The Smith River Rancheria has recently completed a wastewater treatment facility that will serve the tribal activities as well as nearby residents. The remaining residents of the County are on septic systems.

The City’s newly completed wastewater treatment plant was a \$42 million project. The project was finalized at the end of 2010. The plant has a 30 year design life. New sewers to connect additional users to the plant are being designed and at least one new interceptor sewer is slated to be installed by the end of 2011. This sewer will serve residents of the county just north of Crescent City.

Transportation

There are two means of access and egress into the region. U.S. Highway 101 provides a north-south transportation corridor and U.S. Highway 199/197 is the east-west corridor. The transportation industry has adopted Surface Transportation Assistance Act (STAA) trucking as the universal standard of shipping. A number of locations along the California section of U.S. Highway 199/197 are too narrow and curvilinear to allow the use of STAA trucks. The Del Norte Transportation Commission has identified and secured funding that would address these physical constraints. Construction on correcting some of these concerns has begun, but the total project will not be completed until 2014 at the earliest.

The STAA highway rating is important to the region because STAA trucks are currently not allowed to utilize the California section of U.S. Highway 199/197. Consequently, goods travelling up and down Interstate 5, approximately 100 miles to the east have to be trans-loaded from larger trucks to smaller trucks. This additional handling of goods increases the cost of goods in the community. Completion of the STAA-identified road conditions would allow the use of larger vehicles and is anticipated to lower the cost of goods in the region.

Broadband Internet

Broadband internet access is absolutely critical to business and economic development. High speed broadband connectivity is needed for education, distance learning, banking, airline reservations and ticketing, hotel reservations, public safety, ATMs, credit card services, and a host of other essential business services. While much of the population base in the region is served by high-speed broadband, there are two outstanding issues.

First, not the entire region is served. The highly rural areas in the region are sparsely populated and fiber optic cable installation costs are high due to difficult terrain. Some of these areas serve Native American populations and broadband service is being pursued under funding programs available to Native Americans as well as those available to the general public.

Second, the current system lacks route redundancy and is reliant on a single fiber optic cable bundle that is installed several hundred miles down the Oregon Coast.

Other Critical Infrastructure

Electrical power is another critical infrastructure. The region is one of only a very few counties in California that is served by Pacific Power. Consequently, electrical power in the region is less expensive than almost all other regions of the state. A major substation was constructed in the last decade that notably improved the quality of the electrical power as well as its reliability.

Drinking water to the Crescent City urban area is supplied by the City of Crescent City. The water source is the remarkably pure Smith River. The City currently has excess capacity and the ability to expand the water supply if needed. Persons living outside the City's water service area obtain water through onsite wells. Due to the high precipitation (between 70 and 100 inches annually) and low population, groundwater depletion is not a concern at the present time.

3.0 REGIONAL RESOURCES

3.1 Community Financing

There are many entities throughout the region that take active roles in economic development. Funding for these economic development activities is generally provided through grants from state or federal organizations. There are no local sales tax reductions, enterprise zones, or other direct economic incentives to assist in the recruitment of new businesses or to encourage existing business development. Some organizations, such as the Del Norte Unified School District, have bonding capabilities but the funds are restricted to education related expenses.

Both the City of Crescent City and the County of Del Norte have a transient occupancy tax (TOT) that is levied against guests at hotels and motels in the region. All of the County's TOT revenues and a portion of the City's TOT revenues are used to support the local Visitors Bureau. The Visitors Bureau is primarily responsible for promoting tourism in the region.

Tri-Agency is the lead economic development entity in the region. The Tri-Agency is funded through annual contributions from the City, County, and Harbor District. These funds are used for operational expenses and do not include local economic development incentives.

3.2 Small Business Finance Programs

One serious side effect of the current national economic recession is the tightening of commercial credit to both new and existing businesses. In our region, a new financing opportunity was created through the combined efforts of the County, the Northcoast Small Business Development Center (NCSBDC), and the Tri-Agency. This new small business finance program provides micro-enterprise loans up to \$25,000. The first loans were created in 2010. To date, seven loans have been made totaling about \$130,000, creating five new businesses, assisting two existing businesses, creating 5 ½ new jobs, and retaining 7 existing employees.

Community Development Block Grant

The County/Tri-Agency micro enterprise loan program is funded by a grant from HUD's Community Development Block Grant (CDBG) program. CDBG programs in California are administered by the California Department of Housing and Urban Development. CDBG also participates in regional economic development by providing planning and technical assistance grants. These grants fund studies and technical & business assistance for new and expanding businesses. These grants are administered from the HCD's CDBG offices in Sacramento.

More information on this program in California can be found at: www.hcd.ca.gov/fa/

Del Norte Economic Development Corporation

Del Norte Economic Development Corporation (DNEDC) is located in Crescent City and is a 501(c)(3) non-profit corporation that provides a valuable service to the region. DNEDC makes

capital available to businesses as a “lender of last resort”. While their interest rates are somewhat above market rates, they are willing to make funds available to businesses that otherwise would not qualify for commercial credit due to lack of expertise, business “track record”, or other factors. DNEDC administers loans for Tri-Agency that are made using Economic Development Administration and USDA Rural Development monies. DNEDC can provide loans to \$250,000 with approval of their loan advisory board.

Economic Development Administration

The EDA has been an active source of business financing in the region for decades. Some of the original funding for Tri-Agency’s revolving loan fund were received as EDA grants. The EDA is active in the region by providing new funding opportunities for businesses as well as funding for valuable public works and economic development programs. The EDA’s Seattle office services our region.

For more information go to: <http://www.eda.gov/InvestmentsGrants/Investments.xml>

North Coast Small Business Administration

An essential partner with the County and the Tri-Agency in economic development in the region is the Crescent City office of the North Coast Small Business Administration Center (NCSBDC). The NCSBDC provides business assistance to entrepreneurs and existing business owners through an ongoing series of business education and training courses. The Crescent City office is the contact for businesses seeking micro enterprise loans.

More information about the programs, training, and opportunities available from the NCSBDC can be found at: <http://northcoastsbdc.org/>

Small Business Administration

The U.S. Small Business Development Administration (SBA) is focused on providing financial, management assistance, and technical support to help business owners start, run, and grow their businesses. The SBA is the single largest backer of small businesses in the U.S. They have portfolios with billions of dollars for business loans, loan guarantees, disaster loans, and venture capital. The SBA plays a major role in the disaster and emergency relief by making low interest recovery loans available to both businesses and homeowners.

More information is available online at: www.sba.gov.

USDA Rural

The U.S. Department of Agriculture’s Rural Development (USDA-RD) program was historically known as the Farmers Home Administration. Its mission is to increase economic opportunity and improve the quality of life for rural Americans. The business programs provide assistance to rural communities needing to develop new job opportunities, especially during these challenging economic times. The USDA-RD provides loans, grants and technical assistance to rural businesses and communities.

The following is a link to their web site: <http://www.rurdev.usda.gov/Home.html>

3.3 Disaster Recovery Funding

On March 11, 2011, the region was struck by a tsunami generated by the massive and deadly magnitude 9.0 Tohoku earthquake, the Great East Japan Earthquake. The tsunami crossed the Pacific Ocean and struck the community about eight hours after the Japanese earthquake. Sufficient local damage was incurred to result in both a state emergency declaration and federal Presidential disaster declaration.

Two fortunate events coincided to mitigate the damage from the tsunami. First, adequate warning was received so the region could activate its tsunami emergency response plan including mandatory evacuation of the predicted run-up zone. Second, initial waves of the tsunami struck at low tide, reducing the potential impact of the event. The infrastructure in the Harbor District was essentially destroyed. Additional damage occurred in Crescent City and in Del Norte County. Due to the education, preparation, and training in the community, only one loss of life occurred.

The Harbor District was struck in 2006 by a smaller tsunami and that damage was on the brink of being repaired. In round numbers, the Harbor District now has access to about \$40 million in recovery money from the combined events. The funds are a combination of FEMA and Cal EMA monies.

A US Department of Labor national employment grant of \$5 million has been awarded to create jobs for persons who have directly or indirectly lost their jobs. The local workforce center, Rural Human Services, is administering the national employment grant and established a “one-stop” disaster recovery center. Emergency assistance from local private and business donations was made available in the form of food and money to the families of commercial fishermen who lost their boats or who were forced to re-locate to distant harbors due to the tsunami damage. The SBA setup an office in the disaster recovery center and assisted impacted persons with applications for low interest emergency loans.

3.4 Economic Development Planning

There are other resources in the region that have an active interest in economic development. The following listing, with associated websites, represents a sample of the other organizations with an economic development component in the region:

- Crescent City/Del Norte Chambers of Commerce - <http://www.delnorte.org/>
- Crescent City/Del Norte Visitors Bureau - <http://exploredelnorte.com/>
- Elk Valley Rancheria - <http://www.elk-valley.com/>
- Klamath Chamber of Commerce - <http://klamath.org/>
- Resighini Rancheria - <http://resighin.ipower.com/>

- Smith River Rancheria - <http://www.tolowa-nsn.gov/>
- The California Endowment – Building Healthy Communities Initiative - <http://www.mycalconnect.org/delnorte/Default.aspx>
- Wild Rivers Community Foundation - <http://www.wildriverscf.org/>
- Yurok Tribe - <http://www.yuroktribe.org/>

An additional community activity that focuses on economic development is the annual economic summit sponsored by the Chambers of Commerce. This daylong event includes an annual theme, guest speakers, an update on regional demographics, and opportunities to interact with peers and experts.

Numerous economic development and revitalization activities, in addition to the tsunami recovery-related programs, are at various planning stages within the region. Some of these activities include:

- Removal of a downtown covered walkway – Tsunami Landing
- Improvements to Beach Front Park
- An interagency visitors center
- Redesign and improvements to Front Street, Crescent City
- Destination resort & casino

The Tri-Agency was recently awarded a Resource Advisory Committee grant, funded by the US Forest Service, to investigate the feasibility of an ethanol production facility in the region. That grant is for parts 1 and 2 of the study only. A separate grant to complete the final part of the study, Part 3, was applied for through the County for Planning and Technical Assistance funds through the HCD CDBG program.

4.0 REGIONAL NEEDS

The Tri-Agency is emerging as the central clearinghouse for coordination of economic development grants, loans or programs within the region. The fact that the Tri-Agency Board is comprised of representatives from the three major governmental entities within the region allows for constant input as to the direction of the Tri-Agency. Meetings of the CEDS Strategy Committee in January and February of 2011 reviewed and updated the 2006-2008 CEDS regional needs.

The following are the identified regional economic development needs:

- 1 Improve Local Critical Infrastructure**
- 2 Promote Successful Tourism Industry Expansion**
- 3 Support Business Recruitment, Retention, & Expansion**
- 4 Enhance Regional Interagency & Intergovernmental Communication Coordination**
- 5 Provide Opportunities for Continuing Employee Support**

In general, the regional needs include business retention, infrastructure, small business expansion, start-ups, and workforce development. For the purposes of this CEDS, workforce development will be defined as any activity related to the development of an employee. This includes but is not limited to, training, child care, continuing education, transportation, job search activities & skill development and any other activity enabling or contributing to an individual or group's professional development.

In Section 2.4 Infrastructure, many of the challenges associated with the first of the regional needs were discussed.

In addition, the following concerns have been expressed by one or more of the Strategy Committee members:

- **No Net Loss** – The region is characterized by substantial amounts of land ownership by federal or state entities. It is estimated that up to 80% of the land in the region is publicly –owned. Additional lands placed under public ownership removes land from potential revenue generation from property taxes, resource extraction fees, sales tax, and other sources of income. Within the region there is a general philosophy of no net loss of additional lands from the private sector to the public sector.
- **Hazard Mitigation Planning** – Natural hazards such as tsunamis, earthquakes, floods, and wildfires are an inherent part of our region. These natural events are inevitable and relatively unpredictable. The region has embarked on an aggressive program to educate, train, and equip the community to deal with these events.

- **Disaster Recovery & Community Resiliency** – The approximate accumulated damage to the Crescent City Harbor District alone is in the neighborhood of \$40 million. In addition to this identified damage, there are substantial amounts of uninsured and un-reimbursable costs to the region. Part of the recovery process involves looking at what we can do to harden critical infrastructure and reinforce local economies. The CEDS supports and encourages entities to increase their community resiliency and to include economic development aspects into their recovery and disaster mitigation efforts.
- **Housing** – The region's citizens need affordable, safe, and sanitary housing. Increasing the quality and availability of such housing to low and middle income families will improve the quality of the workforce available for new commercial, industrial, and manufacturing jobs.
- **Workforce Development** – The needs to address skilled-labor workforce shortages, coordinate training and education, and increase high school graduation rates have been identified as challenges of future economic growth in the region.

5.0 REGIONAL VISION AND GOALS

Background Information

Regional Economic History

Historically, Del Norte County has depended on the natural resource-based industries of timber extraction/wood products and commercial fishing; both have severely declined from their historic peaks. The region has transitioned to an economic base led by the travel and tourism industry. While historic job losses in the timber and wood products industry were caused by strict federal and state regulations, the more recent job losses have been caused by the collapse of the home building industry.

The recent tsunami-related impacts to the Crescent City Harbor have been previously discussed. In addition, new state laws enacting the Marine Life Protection Act may further adversely impact the livelihood of the seafood industry. The region's natural beauty and outdoor recreational resources attract visitors who spend money in the area. Tourism is an almost \$100 million industry in the region and employs close to 2,000 people directly or indirectly. Travel and tourism is the main private industry sector in the region.

In 1990, the region saw a substantial increase in family wage jobs when Pelican Bay State Prison was sited here. Prison jobs still account for approximately 18 percent of total county employment. The prison was annexed into the City of Crescent City and increased the City's population sufficiently for it to be eligible for a number of population-based grants. Government, including the prison jobs, is the largest industry in the region and accounts for more than 46 percent of the total employment in the region.

Current Economic Conditions

Much of the current economic conditions were discussed in Section 2 above. The current wholesale economic recession has placed increased economic strains on the region. While the impacts have been noticeable, they have not been as devastating as in some other communities in terms of job losses, drops in home equity, and foreclosures.

Provision of specific data was not included in this CEDS due to the rapidity of change in the current economic climate. The jobs market volatility, instability in the government employment sector, and uncertainty in the seafood and tourism industries are such that an economic data snapshot would quickly become obsolete. Instead, links to sites that regularly update local and state information are provided below:

Demographics – This site provides an exhaustive resource of demographic information for the county of Del Norte. The Del Norte County 2010-2011 Economic and Demographic Profile was produced by the Center for Economic Development at Chico State University and funded by the Del Norte Local Transportation Commission and the Tri-Agency.

<http://tri-agency.org/documents/delNorteProfileFinal.pdf>

Jobs and Employment Data – The California Employment Development Department maintains a website that has current and historic jobs and employment information. This site provides a searchable database for Del Norte County that goes back to 1990. The information, including unemployment rates, is updated monthly.

<http://www.labormarketinfo.edd.ca.gov/?pageid=166>

Vision

The CEDS vision statement remains unchanged from the 2006 – 2008 CEDS:

“To develop a sustainable economic base by retaining, expanding & attracting new business by balancing the needs of both the business & residential communities while considering the effects of economic development on the environment of our unique redwoods & coastal community.”

In support of this vision, the CEDS Strategy Committee identified and reaffirmed five goals:

Goal 1: Make Infrastructure Improvements

- 1.1 *Continue support & implementation of HAS199.com projects*
- 1.2 *Support Crescent City Harbor District projects*
- 1.3 *Support Crescent City economic development projects*

Goal 2: Promote Successful Tourism Industry Expansion

- 2.1 *Increase tourism days & dollars per year*
- 2.2 *Expand customer base for existing tourism related businesses*
- 2.3 *Increase investments in region’s strongest sustainable assets*

Goal 3: Provide Direct Business Recruitment, Retention & Expansion Support

- 3.1 *Encourage cooperative leadership*
- 3.2 *Promote development of enterprising & skilled employees*
- 3.3 *Implement Public/Private Partnership with the City of Crescent City*
- 3.4 *Support Regional Private/Public Partnerships*

Goal 4: Enhance Interagency & Intergovernmental Communication & Coordination

- 4.1 *Encourage cooperative leadership*
- 4.2 *Facilitate development of countywide community & business identity possibilities*
- 4.3 *Support Sovereign Nations*

Goal 5: Build Comprehensive Employee Support System to Ensure Employees Thrive & Businesses Flourish

- 5.1 *Support efforts to sustain & increase one-stop service center business development & human resources services*
- 5.2 *Support local educational institutions in providing quality employer-focused workforce training & education*
- 5.3 *Support providing workforce with affordable childcare, transportation services & housing*
- 5.4 *Support increased access to health & well-being activities to ensure a healthy, reliable & stable workforce*
- 5.5 *Support & assist local non-profit organizations that benefit area residents*
- 5.6 *Encourage & respect cultural diversity*

6.0 ACTION PLAN

To accomplish the goals set forth in Section 5.0 above within the next five years, the following specific actions and lead resource entities have been identified. The primary resource(s) is the entity that will serve as the primary point of contact to investigate funding opportunities and assure timely completion of the project. The identified primary resource entity will consider funding opportunities afforded by the U.S. EDA as well as other federal and state entities. The primary resource(s) will be the main point of contact regarding progress towards accomplishment of the identified action.

Goal 1: Make Infrastructure Improvements

1.1 Continue support & implementation of HAS199.com projects

Identified Actions:

1.1.1 Track airport improvements & secure funding to allow implementation of improvement plans.

Primary Resources: Boarder Coast Regional Airport Authority members, Tri-Agency

1.1.2 Research opportunities for telecommunications & broadband infrastructure improvements

Primary Resources: Tri-Agency, local/regional telecommunications companies

1.1.3 Promote & support improvements to Highways 197 & 199

Primary Resource: Del Norte Local Transportation Commission

1.2 Support Crescent City Harbor District projects

Identified Actions:

1.2.1 Actively work to ensure dredging of the Federal Channel on a regular basis

Primary Resource: Crescent City Harbor District

1.2.2 Seek regular funding for dredging outside the Federal channel to promote access to water dependent support businesses

Primary Resource: Crescent City Harbor District

1.2.3 Invest in making the Harbor more attractive to visitors & businesses

Primary Resource: Crescent City Harbor District

1.2.4 Renovate & improve Harbor owned seafood processing facilities

Primary Resource: Crescent City Harbor District

- 1.2.5 Locate a new multi-agency visitor center in the Harbor District
Primary Resources: Crescent City Harbor District, National Park Service, Others
- 1.2.6 Add visitor serving amenities such as walkways, directional & informational signage, and improved public spaces
Primary Resource: Crescent City Harbor District
- 1.2.7 Add visitor related businesses, such as restaurants, hotels, & retail shopping
Primary Resources: Crescent City Harbor District, Tri-Agency
- 1.2.8 Look for funding opportunities to improve vehicle access/egress to the Harbor District from U.S Hwy. 101
Primary Resources: Crescent City Harbor District, Del Norte Local Transportation Commission

1.3 Support Crescent City economic development projects

Identified Actions:

- 1.3.1 Fund & implement Front Street redesign and reconstruction
Primary Resource: City of Crescent City
- 1.3.2 Adopt Beachfront Park master plan & implement improvements
Primary Resource: City of Crescent City
- 1.3.3 Develop Downtown revitalization strategy including Tsunami Landing structure
Primary Resource: City of Crescent City
- 1.3.4 Develop Civic Center/Public Safety facility master plan
Primary Resource: City of Crescent City
- 1.3.5 Develop & implement entry statements at key points in the City including landscaping & signs
Primary Resource: City of Crescent City

Goal 2: Promote Successful Tourism Industry Expansion

2.1 Increase tourism days & dollars per year

Identified Actions:

- 2.1.1 Encourage community support of Visitors Bureau efforts in regional marketing & branding

Primary Resource: Crescent City/Del Norte Chambers of Commerce

- 2.1.2 Promote Del Norte County as a preferred tourist destination through public/private partnerships with the Chambers of Commerce, Visitor Bureau, Workforce Center & private businesses

Primary Resources: Crescent City/Del Norte Chambers of Commerce, Visitors Bureau, Workforce Center

- 2.1.3 Use qualified professionals to target tourism marketing expenditures & measure results

Primary Resource: Visitors Bureau

- 2.1.4 Track tourism related business performance & actively supporting tourism related enterprises countywide

Primary Resource: Visitors Bureau

2.2 Expand customer base for existing tourism related businesses

Identified Actions:

- 2.2.1 Encourage outside marketing of tourism related businesses & export of local products

Primary Resources: Crescent City/Del Norte Chambers of Commerce, Visitors Bureau

2.3 Increase investments in region's strongest sustainable assets

Identified Actions:

- 2.3.1 Assist Crescent City Harbor District business plan implementation by supporting new businesses and business diversification in the Harbor

Primary Resources: Crescent City Harbor District, Crescent City/Del Norte Chambers of Commerce, Tri-Agency

- 2.3.2 Support Del Norte County Fairgrounds and its efforts toward commercial & non-commercial development

Primary Resources: Del Norte County Fair Commission

- 2.3.3 Improve U.S. Highway 101 corridor appearance by developing community collaboratively based theme & plan including assigning specific tasks & timelines

Primary Resources: Del Norte County Local Transportation Commission, City of Crescent City

- 2.3.4 Research opportunities to export local goods & services

Primary Resource: Tri-Agency

Goal 3: Provide Direct Business Recruitment, Retention & Expansion Support

3.1 Encourage cooperative leadership

Identified Actions:

3.1.1 Encourage technical assistance & business training programs
Primary Resources: North Coast Small Business Development Center, College of the Redwoods

3.1.2 Encourage agencies & organizations to support business development with grants & economic development financing for “bankable” and “non-bankable” projects
Primary Resource: Tri-Agency

3.2 Promote development of enterprising & skilled employees

Identified Actions:

3.2.1 Provide basic employee training such as customer service & work standards training to meet immediate business employee training needs
Primary Resource: Workforce Center

3.2.2 Support employment training & development of training programs responsive to business needs & trends including distance learning
Primary Resource: Tri-Agency

3.3 Implement Public/Private Partnership with the City of Crescent City

Identified Actions:

3.3.1 Support Northcoast Marine Mammal Center expansion
Primary Resource: Tri-Agency

3.3.2 Support Lighthouse Repertory Theatre building renovation
Primary Resources: Lighthouse Repertory Theatre, City of Crescent City

3.3.3 Fund design and construction of a new sports/recreation complex
Primary Resource: City of Crescent City

3.3.4 Identify & fund affordable housing projects at various locations throughout the City
Primary Resource: City of Crescent City

3.4 Support Regional Private/Public Partnerships

Identified Actions:

- 3.4.1 Provide wastewater treatment services to all seafood processing facilities
Primary Resources: City of Crescent City, Crescent City Harbor District
- 3.4.2 Encourage cross border partnerships with Humboldt County, Curry County, & Josephine County to enhance regional tourism
Primary Resource: Visitors Bureau
- 3.4.3 Support North Coast recycling market development zone & resource recovery park including a regional green jobs training center and business incubator
Primary Resource: Del Norte Solid Waste Management Authority
- 3.4.4 Research foreign trade, enterprise zone, and other business recruitment incentives
Primary Resource: Tri-Agency

Goal 4: Enhance Interagency & Intergovernmental Communication & Coordination

4.1 Encourage cooperative leadership

Identified Actions:

- 4.1.1 Respond to public by initiating & maintaining communications & cooperation among various governmental jurisdictions & sovereign nations (examples: “two-by-twos” and Inter Governmental Relations Committee participation)

Primary Resource: Tri-Agency

4.2 Facilitate development of countywide community & business identity possibilities

Identified Actions:

- 4.2.1 Promote Chamber Visitor Bureau branding efforts to develop region as a tourist destination in cooperation with the America’s Wild Rivers Coast branding efforts

Primary Resource: Crescent City/Del Norte Chambers of Commerce, Visitors Bureau

- 4.2.2 Engage media and encourage public/private partnerships in tourism branding

Primary Resource: Visitors Bureau

4.3 *Support Sovereign Nations*

Identified Actions:

- 4.3.1 Support the Smith River Rancheria of the Tolowa Tribe in implementing their economic & community development plans

Primary Resource: Smith River Rancheria

- 4.3.2 Support the Elk Valley Rancheria of the Tolowa Tribe in implementing their economic & community development plans

Primary Resource: Elk Valley Rancheria

- 4.3.3 Support the Yurok Tribe in implementing their economic & community development plans

Primary Resource: Yurok Tribe

- 4.3.4 Support the Resighini Rancheria of the Yurok Tribe in implementing their economic & community development plans

Primary Resource: Resighini Rancheria

Goal 5: Build Comprehensive Employee Support System to Ensure Employees Thrive & Businesses Flourish

- 5.1 *Support efforts to sustain & increase one-stop service center business development & human resources services*

Identified Actions:

- 5.1.1 Continue to actively support the Workforce Center

Primary Resources: Tri-Agency, Workforce Center

- 5.2 *Support local educational institutions in providing quality employer focused workforce training & education*

Identified Actions:

- 5.2.1 Coordinate local educational resources to provide comprehensive & specialized training & education for regional employers with programs and services ranging from basic literacy to highly skilled instruction

Primary Resources: Workforce Center, College of the Redwoods

- 5.2.2 Support involvement of Del Norte Center College of the Redwoods in providing college level, easily accessible distance learning programs

Primary Resource: College of the Redwoods

- 5.3 *Support providing workforce with affordable childcare, transportation services & housing*

Identified Actions:

- 5.3.1 Support local child care planning council
Primary Resource: Del Norte Child Care Council

- 5.3.2 Support the City of Crescent City Housing Element Update 2001-2008 goal to develop adequate housing for low/very low & moderate income households
Primary Resource: City of Crescent City

5.4 *Support increased access to health & well-being activities to ensure a healthy, reliable & stable workforce*

Identified Actions:

- 5.4.1 Support & expand existing youth programs and work towards establishment of a youth center
Primary Resources: City of Crescent City, Del Norte County
- 5.4.2 Support Physicians Recruitment & Retention Committee to actively recruit, retain & increase the numbers of physicians
Primary Resources: Crescent City/Del Norte Chambers of Commerce, Del Norte County

5.5 *Support & assist local non-profit organizations that benefit area residents*

Identified Actions:

- 5.5.1 Support non-profit organizations in pursuit of funding & as sub-recipients to grants by others
Primary Resources: City of Crescent City, Del Norte County
- 5.5.2 Support continuation of business technical assistance within the community
Primary Resources: North Coast Small Business Development Center, Tri-Agency

5.6 *Encourage & respect cultural diversity*

Identified Actions:

- 5.6.1 Encourage employers to provide cultural diversity training
Primary Resources: Crescent City/Del Norte Chambers of Commerce

7.0 EVALUATION PLAN

The evaluation plan is a crucial element of the CEDS. The Tri-Agency will perform semi-annual reviews of the status of the identified actions to determine the status of the activities. The semi-annual evaluation of the CEDS will rate each of the identified actions as one of the following:

- Complete
- In Process
- No Longer Applicable

Additionally, the following metrics will be gathered and reported to the Tri-Agency Board of Directors semi-annually in June and December:

- Number of jobs created after implementation of the CEDS
- Number of jobs retained in the region
- Number & types of investments undertaken in the region
- Amount of private sector investment in the region after implementation of the CEDS
- Changes in the economic environment of the region

Appendix A: Comprehensive Economic Development Strategy Committee

Private Sector – For Profit Representatives

- Jay Freeman - Hambro Forest Products & Council of Economic Advisors
- Kevin Hartwick - Chowell, Benz & Hartwick Accountants & Consultants & Council of Economic Advisors
- John Thompson – Trees of Mystery & Council of Economic Advisors
- Diana Kilgore – Bayside Realty
- Darla Thompson – TMT Research
- Don Alber – Alber Seafoods
- Steve Wakefield – Northwoods Restaurant
- Bahnu Patel – Best Western Motel
- X.J. Yuan – Ocean View Inn
- Billie Kaye Gavin-Tygart – Six Degrees of Celebration
- Debbie Stover – Del Norte Office Supply

Private Sector – Non- Profit Representatives

- Barbara Burke – North Coast Small Business Development Center
- Sharon Treptow – Del Norte Economic Development Corporation
- Chris Howard – Crescent City/Del Norte Chambers of Commerce

Higher Education Representative

- Anita Janis – College of the Redwoods

Health Community Representative

- Jim Strong – Sutter Coast Hospital

Minority Community Representative

- Hilda Contreras – Del Norte community Health Center

Public Agency Representatives

- Kevin Hendrick – Del Norte Solid Waste Management Authority
- Tamera Leighton – Del Norte Local Transportation Commission
- Bill Renfroe – Tri-Agency Economic Development Authority

Public Official Representatives

- Jay Sarina – County of Del Norte
- Rod Butler – City of Crescent City
- Richard Young – Crescent City Harbor District

Sovereign Nation Representatives

- Gerry Nailon - Elk Valley Rancheria
- Don David Valenzuela - Resighini Rancheria
- Russ Crabtree - Smith River Rancheria
- Tanya Sangrey - Yurok Economic Development Corporation

Non-Profit Workforce Development Representatives

- Tim Hoone – Workforce center, Rural Human Services
- Tom Cochran – Northern Rural Training Consortium

Appendix B: Tri-Agency Board Meeting Minutes Adopting CEDS

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Appendix C: References

- 1 Small Business Administration Fact Sheet on Disaster Loans
http://www.sbaonline.sba.gov/idc/groups/public/documents/sba_homepage/serv_da_disastr_loan_factsht.pdf
- 2 Hooper, James R., *Reflections on Recovery From Disaster; and Formula for Success in Completing Public Works and Economic Development Projects*, 2003.
- 3 *City of Crescent City/Del Norte County Housing Element Update 2001-2008*.
- 4 *Comprehensive Economic Development Strategy, Del Norte County, California 2006 – 2008*
- 5 *The North Coast – Targets of Opportunity, WIA Rapid Response Special Project Grant 2004, February 2007*, <http://northcoastprosperity.com/local-economy/targets>
- 6 California Department of Housing and Community Development Community Development Block Grant Program, www.hcd.ca.gov/fa/
- 7 California Employment Development Department, Labor Market Information by County, <http://www.labormarketinfo.edd.ca.gov/?pageid=166>
- 8 U.S. Economic Development Administration, Funding Opportunities, <http://www.eda.gov/InvestmentsGrants/Investments.xml>
- 9 North Coast Small Business Development Center, Business Assistance & Training, <http://northcoastsbdc.org/>
- 10 U.S. Small Business Administration, Funding Opportunities, www.sba.gov.
- 11 U.S. Department of Agriculture – Rural Development, Funding Opportunities, <http://www.rurdev.usda.gov/Home.html>
- 12 Del Norte County 2010-2011 Economic & Demographic Profile, Center for Economic Development, Chico State University, Spring 2011, <http://tri-agency.org/documents/delNorteProfileFinal.pdf>