

Del Norte County Comprehensive Economic Development Strategic Plan (CEDS) 2019–2024

February 11, 2020



TABLE OF CONTENTS

- EXECUTIVE SUMMARY 1
- INTRODUCTION 11
 - PURPOSE OF THE CEDS 11
 - THE CEDS PROCESS 11
 - THE CEDS COMMITTEE 12
 - ORGANIZATION OF THE REPORT 12
- ECONOMIC AND SOCIAL SUMMARY 14
 - INTRODUCTION AND SETTING 14
 - EMPLOYMENT CHANGES 2010-2019 17
 - INDUSTRY CLUSTERS 19
 - SOCIOECONOMIC CHARACTERISTICS 23
 - POPULATION 23
 - MEDIAN AGE 23
 - RACE AND ETHNICITY 25
 - PER CAPITA INCOME AND POVERTY 25
 - EDUCATIONAL ATTAINMENT 27
 - HOUSING UNITS, VACANCY, TRENDS 28
 - HEALTH INDICATORS 28
- INFRASTRUCTURE 29
 - CIRCULATION AND TRUCKING 29
 - TRANSIT 30
 - HARBOR 31
 - AVIATION 31
 - WATER AND SEWER 31
 - ELECTRICAL POWER AND BROADBAND 32
 - SOLID WASTE MANAGEMENT 32
- SWOT ANALYSIS 34
 - STRENGTHS 34
 - WEAKNESSES 35
 - OPPORTUNITIES 36

THREATS	37
ECONOMIC RESILIENCE	38
VISION AND GOALS	41
ACTION PLAN	42
PERFORMANCE MEASURES	58
APPENDIX A: Data Tables.....	60
APPENDIX B: Survey Results	68
APPENDIX C: PUBLIC MEETING NOTES	70
APPENDIX D: Curry County, Oregon Profile	74
APPENDIX E: Humboldt County Job Trends.....	78
APPENDIX F: Report Authors	79

LIST OF FIGURES

Figure 1: Detailed County Map	15
Figure 2: Population and Employment Growth, 2001-2030	16
Figure 3: Crescent City Population 2008-2019	16
Figure 4: Change in Employment 2010-2019	18
Figure 5: Percent Change in Employment 2010-2019 and Projected 2019-2028	18
Figure 6: Unemployment Trends for Del Norte County, Crescent City and California	19
Figure 7: Cluster Types in Del Norte County & California	20
Figure 8: Timber as a Percent of Total Agricultural Value.....	22
Figure 9: Age Distribution, Del Norte County and Crescent City Compared to California ...	24
Figure 10: Race Distribution in Del Norte County	25
Figure 11: Per Capita Incomes for Del Norte County and Crescent City Compared to California, 2007 and 2017	26
Figure 12: Change in Per Capita Income 2008-2017	26
Figure 13: Poverty Rates in Del Norte County, Crescent City Compared to California	27
Figure 14: Educational Attainment.....	27
Figure 15: Jack McNamara Field Enplanements, 2010 to 2019	31

LIST OF TABLES

Table 1: Traded Clusters in Del Norte County.....	20
Table 2: Local Clusters in Del Norte County	20
Table 3: Travel Spending in Del Norte County 2018.....	21
Table 4: Weight and Value of Commercial Fishing, Crescent City	22
Table 5: Top Crops by Value in 2016, Del Norte County	23
Table 6: Population Distribution in Del Norte County, 2017.....	23
Table 7: Population Projections by Age Group, Del Norte County, 2020-2030.....	24
Table 8: Selected Mortality Indicators per 100,000 Population, 2015-2017	29

EXECUTIVE SUMMARY

INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) provides an action plan for collaboration between government, private sector businesses, non-profit community organizations and the public to accomplish shared goals for economic development in Del Norte County. The CEDS was prepared under a joint effort of Crescent City, Del Norte County and the Crescent City Harbor District, with the assistance of a committee of business people and agency representatives (CEDS Committee).

The CEDS Committee met three times between late August 2019 and December to review stages of the plan development and discuss the economic goals and issues to be included in the plan. In addition, the CEDS consultants conducted one-on-one interviews with CEDS Committee members and other stakeholders in the community, facilitated two public meetings in October 2019, and executed an online business survey which concluded in November 2019.

ECONOMIC AND SOCIAL SUMMARY

- Jobs in Del Norte County have rebounded from the recession a little faster than population. Total jobs had reached a peak of nearly 8,600 in 2008 and dropped to a low of 7,774 in 2014. Currently, jobs are estimated at 8,316 in 2019 and are projected to reach 8,600 again in 2024. The job recovery has resulted in the unemployment rate dropping to 5%, just above the State average of 4.2%.
- The population grew prior to the recession by about 2,000 people between 2001 and 2009, but then dropped more than 2,000 people by 2017. From the available data, it appears that about half of this drop was due to a drop in the prison population. The 2019 non-incarcerated population is estimated at 24,417, about 1,000 persons below the 2008 level just prior to the recession. The baseline State Department of Finance (DOF) projections show very slow population growth out to 2030.
- Almost 71% of jobs are concentrated in five sectors – health care, prisons, government services, retail/tourism, and education.
- Between 2010 and 2019, leisure/hospitality and healthcare had the fastest job growth, with 20.7% and 27.8%, respectively.
- Government -- including Federal, State, and local -- lost 130 jobs between 2010 and 2019, a 4% decline. Most of this decline was in the State Prison employment, as the inmate population has also declined. The number of federal jobs also declined during this period, but local government employment has increased slightly.

- Travel spending was flat between 2010 and 2013, and began picking up in 2014. Travel spending grew 2.5% between 2017 and 2018. Travel spending in 2018 represented \$130 million in direct taxable sales. That equates to \$4.7 million per year in tax revenue for Crescent City and Del Norte County, or \$1,180 per household in the County. Direct travel-generated employment in 2018 was 1,461 people, or 17.7% of the total workforce.
- The value of fish landings reached a recent high point of \$34 million in 2013 but was severely affected by postponement of the 2015-16 crab season due to high levels of the neurotoxin domoic acid.
- Timber production has begun to increase due to second growth logging.
- Trucks are the primary mode for goods movement in and out of the County. Highways 199 east to Grants Pass and I-5, and US101 south to Eureka are the primary truck routes. Improved truck access requires widening/straightening East-West US 199 to allow larger STAA trucks to navigate into the County. Otherwise they need to offload in Grants Pass onto smaller trucks. This remains a major economic development constraint for the County.
- In 2018 Contour Airlines began service to Oakland, a signal that the economy is picking up. The airport runway safety area improvement and recent terminal expansion now provide plenty of capacity for growth. Enplanements in 2018 exceeded 8,000 and are on pace to exceed 9,000 in 2019, compared to a low of about 5,000 in 2015.
- The County's population trends older than California as a whole and the state Department of Finance projects that the 65+ age group will be the fastest growing cohort over the next ten years. Crescent City's population is concentrated in the working age 25-54 age brackets, even after removing the prison population from the data.
- Incomes in the County and City are significantly lower than the State averages and have declined in unincorporated Del Norte County, while incomes in the City increased 11% since 2008. The poverty rate continues to stay higher than the California average.
- There has been minimal housing production, particularly multi-family housing in the County over the past five years. Fifty-four percent of residents own their own homes county-wide, but only 29% own within City limits. Crescent City has about 17% of the total housing supply in the County. Most of the housing stock in both the County and City is single-family detached homes, with a good supply of mobile homes. Given the large number of jobs paying lower wages in the County, some stakeholders have indicated there is a need for more multi-family housing.

SWOT ANALYSIS

The SWOT analysis provides a framework for the CEDS goals and action plan. The following main topics were identified as strengths, weaknesses, opportunities and threats in Del Norte County.

STRENGTHS

- Del Norte County is a place of immense natural beauty that attracts residents, businesses and visitors.
- The natural amenities, as well as the establishment of Redwoods National Park and Jedediah Smith Redwoods State Park, have bolstered a strong eco-tourism industry.
- In addition to the tourism market, Del Norte County is a sports community, hosting well attended recreational youth events.
- The Smith River Valley offers rich agricultural lands and a year-round growing season.
- The County has been able to implement key infrastructure improvements, such as rebuilding the air terminal and the rebuilding of the harbor docking facilities following the tsunami in 2011.
- A working harbor is a major asset, providing the fishing fleet with good safe access to get in and out of the harbor without danger.
- Served by Pacific Power, Del Norte County has avoided the Public Safety Power Shutdowns implemented by PG&E in the fall of 2019.
- Many stakeholders indicated that Del Norte County has a strong business community, featuring lots of entrepreneurial cottage businesses.
- The four federally recognized Native American Tribes are estimated to support more than 750 jobs and produce over \$55.5 million in annual business revenue.

WEAKNESSES

- Although tourism is an important industry for Del Norte County, stakeholders feel the entrances into Crescent City offer “poor curb appeal.”
- Existing tourism marketing efforts fail to adequately promote the National and State Parks, nor is there adequate coordination between National, State and County campsites.
- There is not a good mechanism in the County to celebrate successes, and much of the focus is on failures or deficiencies.

- Del Norte County has a lack of livable wage jobs, which leads to a high proportion of low-income households and young people leaving for opportunities in stronger markets.
- The county is isolated due to poor access on US 101 from the south and US 199 from the east. Hwy 101 in the southern portion of the County crosses Last Chance Grade, which is an area of geologic instability, and US 199 does not currently allow large trucks.
- Much of the land area with economic development potential in the county is subject to Coastal Commission jurisdiction.
- A majority of land in the county is in federal or state ownership. This support tourism in many areas but restricts private enterprise opportunities in other areas.

OPPORTUNITIES

- Strong national market growth in outdoor recreation supports a major strength of the County.
- The 2011 Tohoku earthquake and tsunami, and subsequent retrieval and return of the boat from Rikuzentakata which led to a Sister City relationship, has created an opportunity for international marketing for Del Norte County, as the Olympics are scheduled to occur in Japan in the summer of 2020. The story of the Sister City relationship between Crescent City/Del Norte County and Rikuzentakata will be featured on NBC Sports as part of the Olympics coverage.
- Fishing boat access on the rivers could be expanded if the County can work with State and Federal regulatory agencies.
- Consider ways to build on the environmental ethos of the County to promote business development in alternative energy fields, including wind and wave energy as well as waste-to-energy plants and solar system manufacturing.
- While small business loans are available through the North Coast Small Business Development Corporation and the Del Norte County Economic Development Corporation, there is a need to create stronger business mentoring resources to truly help local businesses meet their expansion potential.
- Agriculture should be redefined to include timber and fishing and each of these industries could be diversified to offer a wider variety of value added products.
- Continue to support efforts by City, County and Harbor government to obtain state and federal grants to funds critical infrastructure and other community facilities and

amenities that support economic development. In addition, Del Norte County has a designated Opportunity Zone that can help attract investment.

- Consider developing the Del Norte Economic Development Corporation into a stronger coordinating entity for all the jurisdictions in the County.

THREATS

- Homelessness, drugs, crime and lack of community pride reduce the appeal of the County for visitors and businesses as well as residents.
- Falling incomes and purchasing power lead to lack of maintenance for commercial businesses and investment in the Downtown shopping environment.
- Climate change increases ocean temperatures which affects the fishery.
- The Harbor needs to complete the replacement of the seawall to protect against future tsunamis and storm surges.
- There is a concern that pesticides used to grow the Lilly bulbs may be creating a health hazard in the Smith River plain and possibly affect the salmon fishery over the long term.
- Proximity of the County to Oregon, which is perceived to have business climate and tax advantages, makes business recruitment and retention more difficult.
- The high cost of healthcare and the inability of local health care providers to recruit and retain specialists threatens the quality of life of the County.
- City and County government currently coordinate very well together but stakeholders note this has not always been true.

ECONOMIC RESILIENCE

It is important for the County to plan to avoid or mitigate major economic disruptions, and to be able recover quickly when they do occur. Major disruptions can come from a general economic downturn in the nation or the state, market downturns for specific industries that are important to the regional economy, local closures of major employers, and disruptions from natural or manmade disasters. Del Norte County has experienced numerous tsunamis and flooding episodes over the years, including in 1964 when much of Downtown Crescent City was destroyed and most recently in 2011 when a tsunami destroyed the Harbor.

DISASTER RESPONSE

The County Office of Emergency Services (OES) coordinates the overall county response to disasters. It is also responsible for disaster preparedness, mitigation, and recovery activities. Del Norte County OES strives to create comprehensive preparedness and

response plans; provide training to individuals, businesses, and organizations; coordinate with first responders, healthcare providers, nonprofits, businesses, and volunteers; and to provide education and information to the community when emergencies arise. As of this writing, the coronavirus is a significant global issue, but County officials note that the County has long coordinated responses to epidemics as well as natural disasters and is well prepared to meet this current threat.

The OES page on the County website is under development as of November 2019 but has begun to provide advice and resource referrals regarding specific hazards or threats that may occur. Among other steps taken, OES has also implemented a community alert system and 72-hour supply bags are distributed to low income families, although it is not clear if they are maintained for emergencies when food is short on a daily basis.

- However, on a broader level, the County has no recovery plan in place and in particular there are no food storage facilities or systems in place.
- In addition, the Harbor District has identified the need to create a Tsunami Evacuation Center. This project is described in more detail in the Acton Plan later in the CEDS document.

CLIMATE CHANGE

The County Transportation Commission completed a Climate Change and Stormwater Management Plan in 2015, which identified risks to the transportation system of long term climate change. The study identified 175 of the 680 total roadway miles in the County as having critical levels of risk related to climate change. Certainly, other infrastructure besides transportation would also be affected, particularly at the Harbor.

ECONOMIC DIVERSIFICATION

Several important segments of the County economy are tied to climatic conditions, such as agriculture and fishing as well as possibly timber. Ocean warming is expected to change the fish species and volume of fish present off the coast and the mix of crop types is likely to change as weather conditions shift. For these reasons, as well as the shorter term prospects of future economic downturns, economic diversification should be a major objective for Del Norte County.

Two major impediments to diversifying the economy also relate to shorter term disaster preparedness: 1) the improvement of US 199 to allow STAA trucks and US 101 instability at both Last Chance Grade south of Crescent City and at locations north of Brookings, Oregon; 2) the improvement and redundancy of the broadband network. These circulation and communication improvements would make more types of manufacturing businesses feasible in Del Norte County and would also help facilitate both emergency communications and the attraction of more internet based workers and businesses.

VISION AND GOALS

Del Norte County has established an economic vision that has carried through successive CEDS plans over the past ten years:

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

The CEDS is intended to achieve goals that may be characterized by the acronym TEAMS, which not only encapsulates the need for regional collaboration and teamwork but also identifies the key business sectors, organizations and economic foundations critical to the economic prosperity of the region.

- T: Transportation, Technology, Tourism
- E: Education, Environment
- A: Agriculture, including Forestry and Fishing
- M: Manufacturing, Medicine
- S: Small Business and Sovereign Nation (DNATL) Success

The specific CEDS goals are listed below.

Goal 1: Diversify the regional economy to include technology-based firms, light manufacturing and health care enterprises that provide living wages to local workers.

Goal 2: Promote successful tourism industry expansion

Goal 3: Support expansion of sustainable agricultural, forestry and fishery products.

Goal 4: Invest in improving and maintaining a comprehensive transportation network that meets the needs of local industry, commuters and visitors.

Goal 5: Enhance education, workforce training, housing and healthy lifestyle opportunities in the County to support existing residents and businesses as well as the workforce of the future.

Goal 6: Create a thriving small business environment which fosters entrepreneurship and innovation.

ACTION PLAN

The CEDS includes detailed objectives and actions to implement each of these goals. In addition, each of the three sponsoring agencies has identified key projects that would support achievement of the vision and the goals.

1. HARBOR DISTRICT

- 1.1 Replace the Seawall at Crescent City Harbor
- 1.2 Revitalize the Bayside RV Park and the Redwood Village RV Park
- 1.3 Develop and Manage a Tsunami Evacuation Center
- 1.4 Implement the Harbor District Improvement Plan when adopted

2. TRANSPORTATION AND STORM WATER

- 2.1 Front Street Revitalization Project
- 2.2 Pebble Beach Drive Bike/Ped
- 2.3 Sunset Circle
- 2.4 Improved Bicycle Facilities
- 2.5 Cross Culvert Repair, Replacement and Rehabilitation
- 2.6 Curb Ramp Upgrades in the County's Urban Areas
- 2.7 Improvements to Stormwater Collection System
- 2.8 Drainage and Road Infrastructure improvements to the Roosevelt Tract
- 2.9 Northcrest Drive Complete Streets Project – E. Harding Avenue to E. Washington Boulevard

3. WASTEWATER PROJECTS

- 3.1 Rotating Biological Contactor (RBC) Replacement
- 3.2 Membrane Bio Reactor (MBR) Membrane Replacement and Upgrade
- 3.3 Digester Optimization
- 3.4 Solar Energy Project
- 3.5 Septage Receiving
- 3.6 Dewatering Belt Press
- 3.7 Sewer Main Extension Projects
- 3.8 Supplemental Odor Control
- 3.10 SCADA System for the County Service Area No. 1's Sanitary Sewer Lift Stations
- 3.11 Secondary Power Sources at the County Service Area No. 1's Sanitary Sewer Lift Stations
- 3.12 Rehabilitation of Pressure Sewer Outfall Manholes
- 3.13 Reduction of Inflow and Infiltration into Sewer Collection System
- 3.14 Secondary Power Supplies for City Lift Stations
- 3.15 Extension of Public Sewer within the Crescent City Urban Boundary

4. WATER SYSTEM

- 4.1 Pump, Motor, & VFD Replacement at Ranney Collector
- 4.2 Water Storage Reservoirs Rehabilitation – Washington and Amador Tanks
- 4.3 Kings Valley Transmission Main (KVM)
- 4.4 Automated Meter Replacement & Reading System

4.5 Chlorination Building Generator Replacement

4.6 Extension of Public Water within the Crescent City Urban Boundary

5. MUNICIPAL AND COUNTY FACILITIES

5.1 City Energy Efficiency Study and Facility Upgrade

5.2 New Downtown City Hall

5.3 Police Department Relocation

5.4 Parks and Recreation, including Beachfront Park Revitalization, Fred Endert Municipal Pool, Shoreline RV Park, new Community Events and incorporating tribal cultural awareness and experiences throughout the community

5.5 Old Mill Site Revitalization

5.6 Replace or remodel the County Jail

5.7 Replace the Animal Control Facility/Shelter

6. COUNTY PARKS AND RECREATION

6.1 Revitalization and Development of Parks and Recreational Infrastructure

6.2 Tourism Based Parks and Recreation Repair, Replacement and Rehabilitation

PERFORMANCE MEASURES

It is important to monitor progress toward achievement of the goals. The following are indicators that can be updated annually to evaluate success in implementing the CEDS.

Goal 1: Diversify the regional economy

- Number of jobs created in the target industry sectors
- Number of jobs that meet the criteria for living wages in Del Norte County

Goal 2: Promote successful tourism industry expansion

- Trends in Transient Occupancy Tax (TOT) Revenues
- Visitor statistics from Crescent City / Del Norte County Visitors Bureau, State and National Parks, others?

Goal 3: Support expansion of sustainable agricultural, forestry and fishery products.

- Trends in crop mix and jobs in value-added food products
- Value of fish landings and jobs in processed seafood products
- Value of annual timber harvest

Goal 4: Invest in improving and maintaining a comprehensive transportation network

- Annual dollars spent on road development and maintenance
- Transit ridership trends

Goal 5: Enhance education, workforce training, housing and healthy lifestyle opportunities

- Student enrollments in workforce training programs

- Changes in course offerings in career technical education and workforce training programs
- Number of new housing units developed

Goal 6: Create a thriving small business environment

- Number of new businesses formed and net growth in businesses per year
- Number of Del Norte County business referrals to North Coast SBDC
- Additions of business counseling resources and participation rates

INTRODUCTION

PURPOSE OF THE CEDS

The Comprehensive Economic Development Strategy (CEDS) provides an action plan for collaboration between government, private sector businesses, non-profit community organizations and the public to accomplish shared goals for economic development in Del Norte County. The CEDS was prepared under a joint effort of Crescent City, Del Norte County and the Crescent City Harbor District, with the assistance of a committee of business-people and agency representatives as described below. This CEDS replaces an earlier CEDS adopted in 2011 and is intended to remain in effect over the next five-year period through 2024. The performance measures and action plan for the CEDS will be updated annually during that time.

The CEDS builds on a long history in Del Norte County of economic development planning and success. One seminal early document was the Vision 2020 Plan adopted in 1994. That plan identified many similar strengths and weaknesses in the Del Norte Economy and proposed a number of goals that remain relevant today:

- Growth in diversified manufacturing
- Small business development
- Harbor development
- Tourism development
- Efficient, responsible government

A number of the proposed improvements in the Vision 2020 plan have been accomplished, including an improved sewer treatment plant, an expanded airport, and a master plan for the harbor.

Since that time, the County has continually updated its economic development plan through its Overall Economic Development Program (OEDP) and more recent subsequent CEDS. The 2011 CEDS recommendations were encapsulated in the acronym HAS199, reflecting proposed improvements at the Harbor, the Airport, and US 199. Nearly all of those projects have also been accomplished, although the US 199 improvements remain under litigation.

THE CEDS PROCESS

The three participating agencies formed a CEDS Committee to oversee the preparation of the plan and hired a consultant, Applied Development Economics, to facilitate the process and conduct the economic studies supporting the plan. The CEDS Committee met three times between late August 2019 and December to review stages of the plan development and discuss the economic goals and issues to be included in the plan. In addition, the consultants conducted one-on-one interviews with CEDS Committee members and other

stakeholders in the community, facilitated two public meetings in October 2019, and executed an online business survey which concluded in November 2019. The results of the public meetings and survey are provided in the Appendix. The Board of Supervisors, the City Council and the Harbor District Board of Directors also held a joint workshop to review the Draft CEDS in late January 2020.

THE CEDS COMMITTEE

The CEDS Committee represents a cross section of business sectors, City and County agencies, Native American tribes, and other groups in Del Norte County. The members of the Committee and their affiliations are listed in the table below.

ORGANIZATION OF THE REPORT

Following this introduction, the report presents an overview of economic and demographic trends, supplemented by additional data provided in the Appendix. The discussion also describes key infrastructure in the County that supports economic prosperity. The Strengths, Weaknesses, Opportunities and Threats (SWOT) chapter highlights key assets and issues the County can capitalize on or must address in order to achieve economic advancement in the future. This chapter provides a framework for the goals and action plan that constitutes the core of the CEDS. The CEDS also addresses the issue of economic resiliency in a separate chapter. Following the chapter outlining the vision, goals and action plan of the CEDS, the final chapter provides a set of performance measures that will be used to measure progress on implementing the CEDS on an annual basis.

Del Norte County CEDS Committee

NAME	AFFILIATION	NAME	AFFILIATION
Don Alber	Alber Seafoods	Dale Miller	Elk Valley Rancheria
Blake Alexander	Alexander Dairy	Rob Miller	Dahlstrom & Watt
Mike Baker	CCHD	Melodee Mitchell	Del Norte Child Care Council Commission
Jim-Doc Balardi	Crescent Title 6	Thomas Barnes	TAB & Associates
Kasey Bell	DN EDC	John Norris	Yurok Tribe
Missy Blackburn	Ming Tree Real Estate	Jon Olson	City Community Development Director / City Engineer
Kelsey Bozeman	County Rec Coordinator	Bhanu Patel	Motel Owner
Randy Brazelton	RHS	Michael Poole (PIO)	National Parks (City)
Kevin Caldwell	Del Norte Healthcare District	Ellie Popadic	Sutter Coast Hospital
Mike Coopman		Troy Ralstin	Tolowa Dee-Ni' Nation
Tim Donovan	Redwood Coast Arts Association (2 nd Street Art Gallery)	Pat Rideout	Chart Room – (Harbor)
Troy Duncan	Redsky, Inc.	Leila Roberts	North Coast SBDC
Brett Fahning	Boat Owner Representative	Baird Rumiano	Rumiano Cheese
Matt Fearing	Contractor / Business Owner	Joby Rumiano	Rumiano Cheese
David Finigan	Real Estate Agent	Gary Rynearson	Green Diamond

NAME	AFFILIATION	NAME	AFFILIATION
Aaron Funk	Kamp Klamath RV Park and Campground	Jay Sarina	Del Norte County CAO
Billie Kaye Gavin-Tygart	Downtown Divas/Six Degrees of Celebration	Kymmie Scott	Emergency Services, Del Norte County
Mitch Hanna	Sutter Coast Hospital	Heather Snow	County Health and Human Services
Jeff Harris	DN School Superintendent	Adam Spencer	Redwood Rides
Kevin Hartwick	SeaQuake	Christa Stewart	Elk Valley Rancheria
Charlie Helms	Crescent City Harbor District, Exec. Dir.	Eric Taylor	
Christy Hernandez	DN Workforce Center	Darla Thompson	TMT Research
Jonathan Jackson	Boat Owner Representative	John Thompson	Trees of Mystery
Rory Johnson	College of the Redwoods	Cindy Vosberg	Del Norte Chamber of Commerce
Marshall Jones	Marshall Jones Contractor	Ted Ward	Del Norte Solid Waste Mgmt. Authority
David Jones	Klamath Chamber of Commerce	Eric Weir	City Manager, Crescent City
Heidi Kunstal	County Community Development Director	Holly Wendt	City Recreation Director / Events Coordinator
Linda Leaver	Crescent City Finance Director	Bobby Westbrook	Bobby Westbrook - (County)
Tamera Leighton	DNLTC	Matt Westbrook	Palmer Westbrook Ranch
Jody Mangum	Wellness Center	Mary Wilson	Ocean World
Megan Miller	Housing Authority	Hilda Yepes Contreras	Open Door

ECONOMIC AND SOCIAL SUMMARY

INTRODUCTION AND SETTING

This chapter provides an overview of economic and social conditions in Del Norte County. Its focus is primarily on providing useful data that helps identify existing conditions, future opportunities, and actions that can be taken to increase prosperity. The first section summarizes past and current employment and industry trends by industry sector and industry cluster. The second section describes the socioeconomic characteristics of persons residing in the County and the third section describes key infrastructure in the County.

Del Norte County is a Pacific coastal community located in the northwest corner of California. It is adjacent to Curry County, Oregon to the north, Humboldt County to the south, and Siskiyou County to the east. The closest cities of any size to Crescent City are Arcata/Eureka (85 miles), Grants Pass, Oregon (85 miles), Coos Bay, Oregon (133 miles), and Redding (220 miles).¹

The majority of the County’s population and economic activity fits within about 4% of the land area, or 50 square miles from Crescent City through Smith River. This includes Crescent City (the fishing, tourism and economic hub of the County), Pelican Bay State Prison, the Del Norte County Regional Airport, and most of the crop and pastureland in the County. The other populated areas comprise the Klamath River area, a handful of small communities, and pockets of visitor destinations. The remainder of the County’s 1,230 square miles is mountainous, with extensive Public and Tribal lands and few roads.



In recent years, jobs have rebounded from the recession a little faster than population. Total jobs had reached a peak of nearly 8,600 in 2008 and dropped to a low of 7,774 in 2014. Currently, jobs are estimated at 8,316 in 2019 and are projected to reach 8,600

¹ Brookings, Oregon is similar in size to Crescent City at 28 miles north.

Figure 1: Detailed County Map



again in 2024. Crescent City provides about 58% of all jobs within Del Norte County, but has higher percentages of Finance, Insurance and Education jobs as well as 100% of the Prison job base.

Figure 2 shows that the population grew prior to the recession by about 2,000 people between 2001 and 2009, but then dropped more than 2,000 people by 2017. From the available data, it appears that about half of this drop was due to a drop in the prison population (Figure 3). The 2019 non-incarcerated population is estimated at 24,417, about 1,000 persons below the 2008 level just prior to the recession. The baseline State Department of Finance (DOF) projections show very slow population growth out to 2030.

Figure 2: Population and Employment Growth, 2001-2030

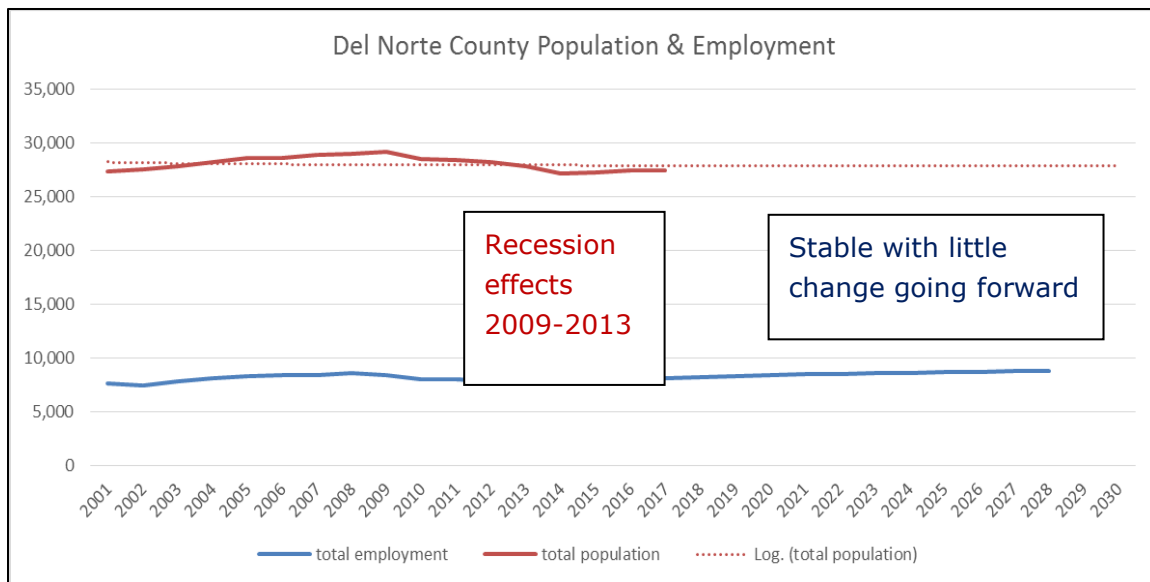
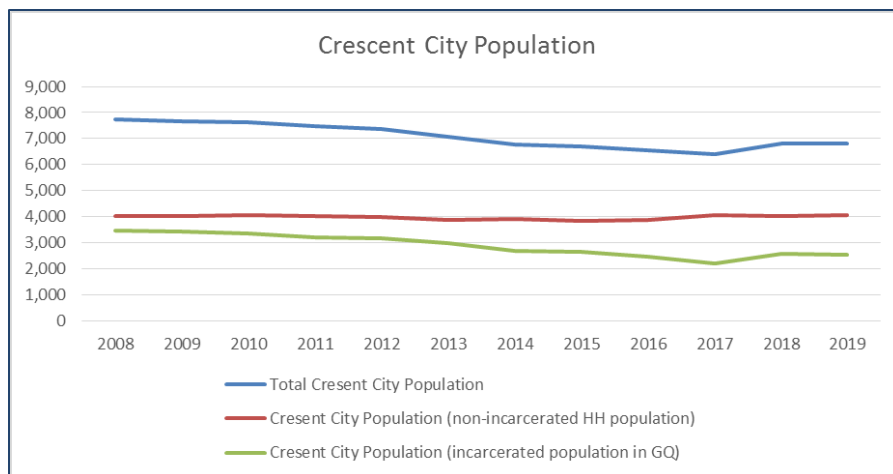


Figure 3: Crescent City Population 2008-2019



Source: ADE, Inc., based on California Dept. of Finance E-5 Population Reports and California Dept. of Corrections Weekly Prison Population Reports

EMPLOYMENT CHANGES 2010-2019

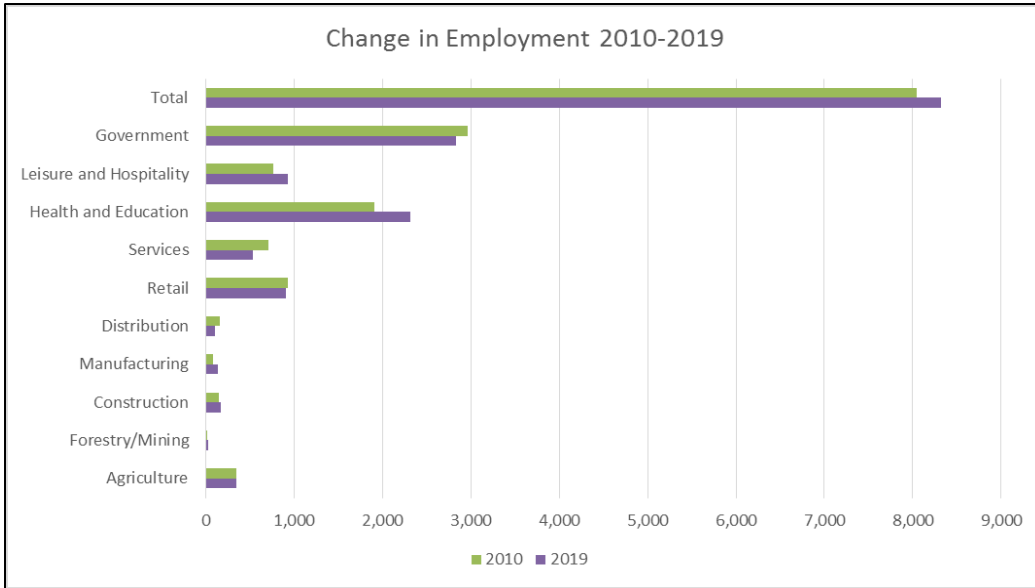
Changes in employment between 2010 and 2019 reflect nationwide economic trends. While total employment grew slightly by 271 jobs, or 3.4%, there was significant movement in several sectors (Figure 4). Total employment is currently back to the peak of 2007-2008, indicating a full recovery from the recession, although below the earlier peak of 8,600 jobs. Moving into the future, employment (and population) growth is expected to be quite slow, growing to 8,769 jobs by 2030 (Figure 5).

The data indicate that:

- Government -- including Federal, State, and local -- lost 130 jobs, a 4% decline. Because government represents 34% of all county employment and is typically stable, this category was a stabilizing force during the recession;
- Government includes Pelican Bay State Prison, which is a highly stable major employer. In 2018 the prison housed 2,600 inmates, employed about 1,100, and spent \$1.2 Billion (\$460,000 per inmate). Local businesses report that a portion of food and other perishables are purchased locally and are an important component of the local market.
- Leisure and Hospitality gained 159 jobs, a healthy 20.7%. Most gains were in hotel and casino employment. Note that continued Bed and Breakfast growth (+20 jobs) and promotion would have a stronger impact on visitation revenue than the jobs generated.
- Health and Education also gained 405 jobs and 27.8%, with the most growth – 376 jobs -- in health care, more specifically almost all gains were in services for the elderly and persons with disabilities (NAICS 624120). Education as a whole was typically stable, as expected. We note a decline of 68 jobs in Vocational training/rehab services, suggesting these services may need to be beefed up to support job skills for the future. Healthcare experienced two shifts that require further investigation: 1) in 2011-13 hospitals increased jobs but medical offices declined; 2) in 2015 hospitals declined in jobs while nursing care increased.
- Services is a broad category that includes automotive repair, laundries, barber shops and salons, grant making and social advocacy organizations, and private households. All segments have been stable, except hiring in private households, with 170 fewer gardeners and domestic workers.
- Retail was surprisingly stable, losing 28 jobs or 4%. This reflects the relatively stable employment picture in the County during that period. Data are seasonally adjusted, so this table does not reflect seasonal hiring during the tourist season.

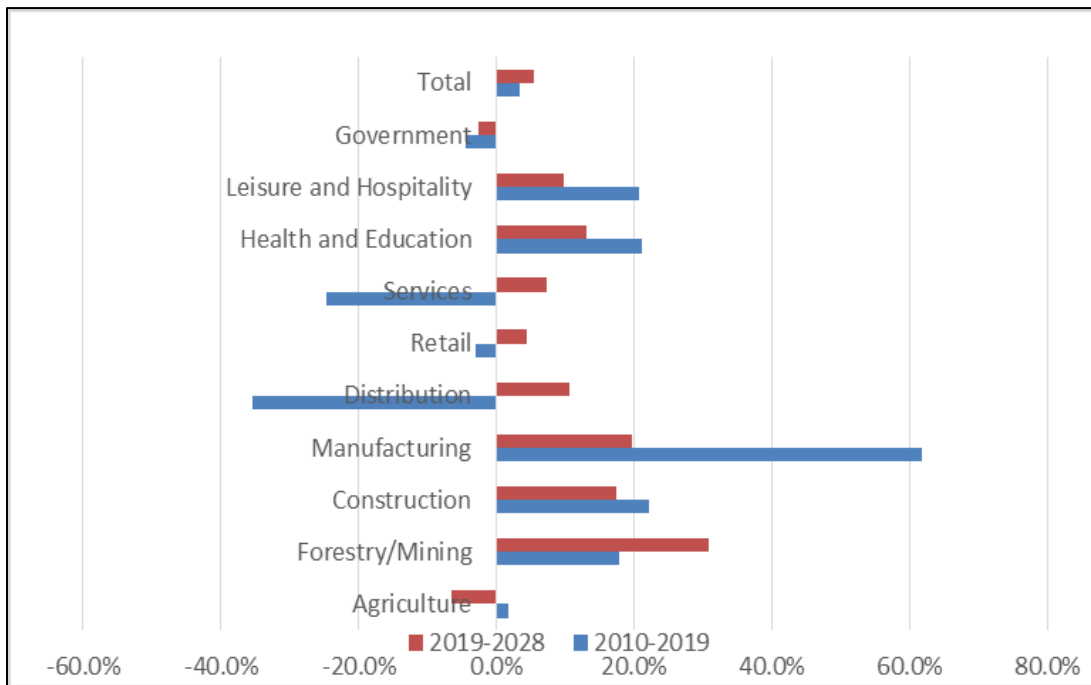
- Distribution notably lost 35% or 57 jobs in 2010-2011. It appears from the data that one or more freight trucking companies closed in 2010-2011, perhaps associated with the Harbor closure (NAICS 484110 & 484121).

Figure 4: Change in Employment 2010-2019



Source: EMSI

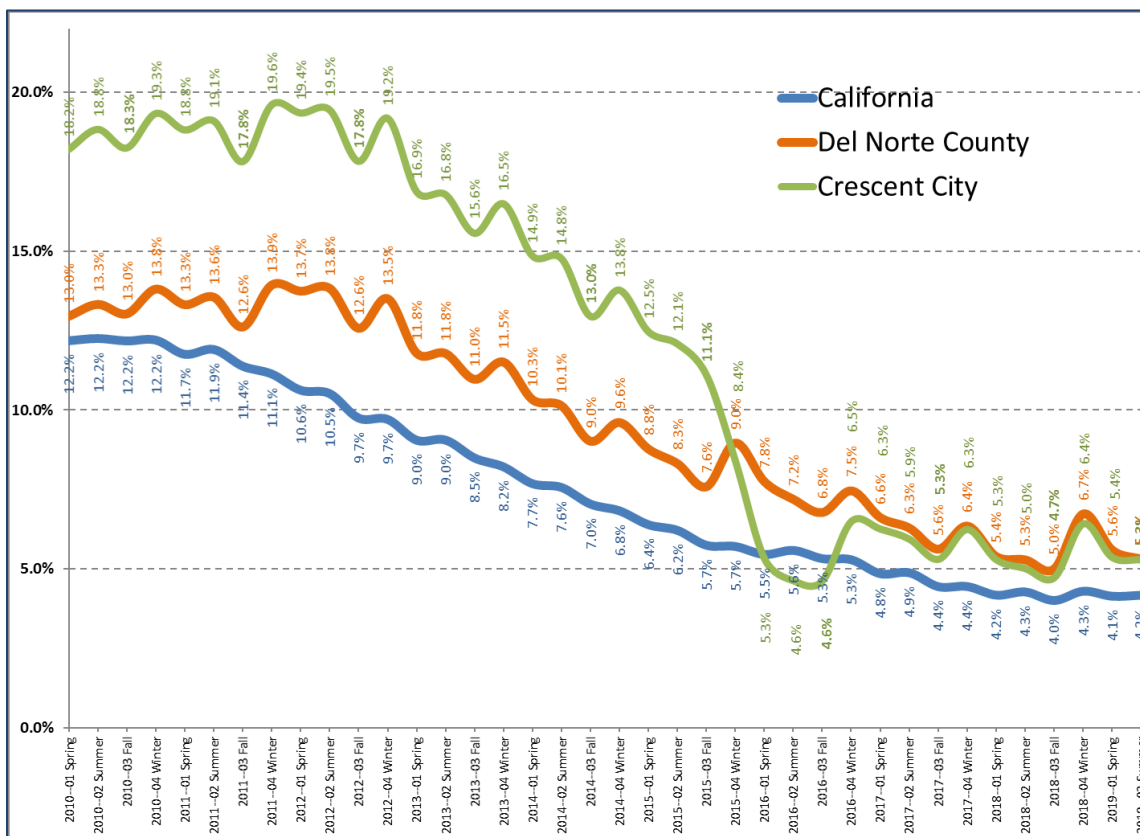
Figure 5: Percent Change in Employment 2010-2019 and Projected 2019-2028



Source: EMSI

County unemployment has generally tracked the statewide average and now hovers around 5%, close to full employment (Figure 6). However, Crescent City has seen significant unemployment due to the recession, and though the Harbor is outside the City limits, many City residents likely lost their jobs during the 2011 harbor Tsunami shutdown.

Figure 6: Unemployment Trends for Del Norte County, Crescent City and California



INDUSTRY CLUSTERS

Industry clusters are groups of similar and related firms in a defined geographic area that share common markets, technologies, worker skill needs, and which are often linked by buyer-seller relationships.

The natural industry clusters in Del Norte County include traded clusters, whose output is exported outside the County, thus bringing new revenue into the County. Tables 1 and 2 and Figure 7 below show that a high percentage of Del Norte’s employment economy is in local clusters, focused on providing local goods and services. In communities that are more isolated, thriving traded clusters are particularly important for long term prosperity.

Table 1: Traded Clusters in Del Norte County

Strong Traded Clusters as Defined by the EDA Cluster Mapping Project	Employment 2018	Average Wage Del Norte County	Average Wage US	US Employment growth 1998-2016
Hospitality & Tourism -Accommodations -Gambling Facilities -Other tourist attractions -Cultural/Educ Entertainment	332	\$17,276	\$36,222	37%
Fishing & Fishing Products	147	\$78,050	\$47,956	-115%
Forestry	29	\$32,632	\$43,733	-32%
Water Transportation -Boat building & Repair -Marine Transp. Services	8	na	na	20%

Source: Cluster definitions from Harvard/EDA Cluster Mapping Project. Employment from EMSI.

Table 2: Local Clusters in Del Norte County

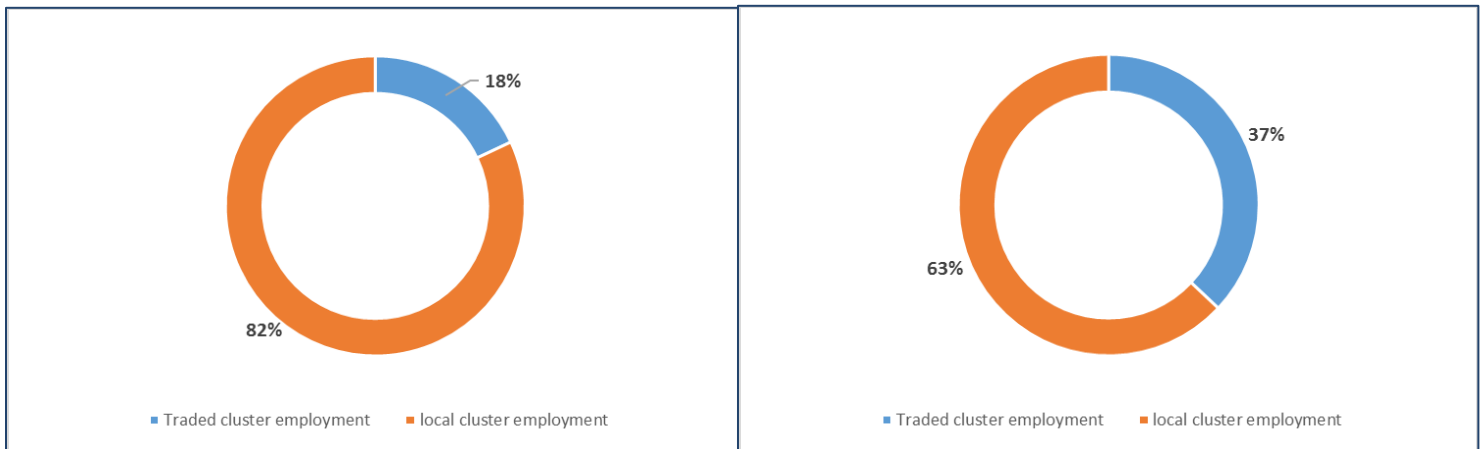
Strong Local Cluster as Defined by the EDA Cluster Mapping Project	Employment 2018	Average Wage Del Norte County	Average Wage US
Local Health Services	1,030	\$50,371	\$51,509
Local Hospitality	536	\$16,736	\$17,462
Real Estate, Construction, Development	412	\$31,479	\$53,989
Local Retailing General Merchandise	395	na	\$21,215
Local Community & Civic Organizations	299	\$20,847	\$27,843
Local Food & Bev. Processing & Dist.	242	\$30,230	\$28,665
Local Motor Vehicle Products & Service	203	\$20,724	\$38,099
Local Education & Training	171		\$31,598

Source: Cluster definitions from Harvard/EDA Cluster Mapping Project. Employment from EMSI.

Figure 7: Cluster Types in Del Norte County & California

Del Norte County

California



VISITATION AND TOURISM

Travel spending in 2018 represented \$130 million in direct taxable sales (Table 3). That equates to \$4.7 million per year in tax revenue for Crescent City and Del Norte County, or \$1,180 per household. Direct travel-generated employment in 2018 was 1,461 people, or 17.7% of the total workforce.² Travel spending was flat between 2010 and 2013 and began picking up in 2014. Travel spending grew 2.5% between 2017 and 2018.

Table 3: Travel Spending in Del Norte County 2018

ITEM	STATISTIC	IMPACT
Travel Spending	\$130 million	Includes lodging, transportation, retail and services
Total Tax Revenues	\$11.3 million	Portion goes to State for sales and gas taxes
Local Tax Revenues	\$4.7 million	Shared between Del Norte County and Crescent City
Per Capita Taxable Revenues	\$1,100	Spent on services
Direct Employment	1,460*	

*Does not compare to cluster, different data sources and methodologies. Includes a portion of all industries serving travelers (food, gasoline, lodging, tickets, etc.)

TRIBAL ECONOMIC IMPACT

There are a number of Native American Tribes along California's North Coast. Currently there are four federally recognized Tribes that have their tribal headquarters or Rancherias located in Del Norte County, including the Elk Valley Rancheria, the Resighini Rancheria, the Tolowa Dee-Ni Nation and the Yurok Tribe.³ CED at CSU Chico estimates that the various tribal enterprises employ 705 workers directly and create another 47 jobs through indirect multiplier effects. Taken as a whole this economic activity would rank third among industry sectors in Del Norte County.

FISHING

The volume of fishing activity has fluctuated significantly over the past ten years, as shown in Table 4. It is possible the drop in 2011 was due to the tsunami, which caused the fishing fleet to have to move out of the harbor for a period of time. In addition, both recreational and commercial fishing for Dungeness Crabs and all rock crabs was postponed for over four months in the 2015-16 season due to high levels of the neurotoxin domoic acid. This closure is most likely the cause of the large drop in land value and weight of commercial fishing in Del Norte county during those years.⁴

² California Travel Impacts 2010-2018p, Visit California, April 2019.

³ Center for Economic Development at CSU Chico, Del Norte County Profile. 2018. p. 24.

⁴ Center for Economic Development at CSU Chico, Del Norte County Profile. 2018. p. 60.

Table 4: Weight and Value of Commercial Fishing, Crescent City

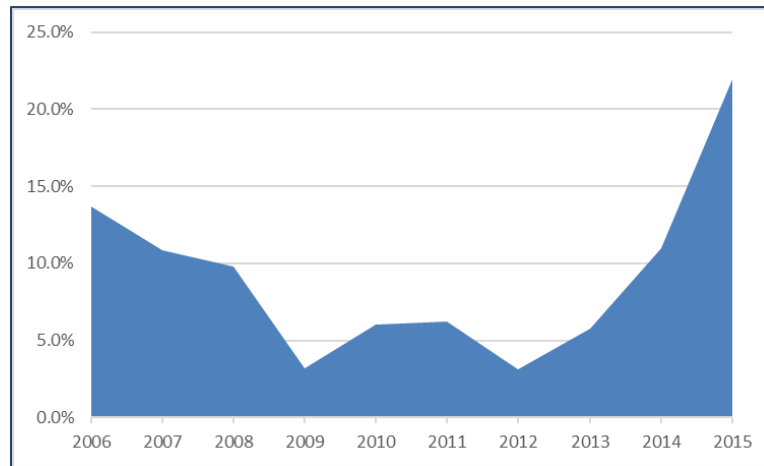
Year	Landed Value	Landed Weight
2007	\$12,500,000	8,500,000
2009	\$9,300,000	13,600,000
2009	\$17,600,000	16,000,000
2010	\$10,600,000	13,300,000
2011	\$8,500,000	7,500,000
2012	\$28,300,000	12,800,000
2013	\$34,400,000	18,200,000
2014	\$12,800,000	9,300,000
2015	\$6,500,000	7,000,000
2016	\$22,900,000	9,500,000

Source: National Marine Fisheries Service, National Ocean Economic Program, as reported by the Center for Economic Development (CED) at CSU, Chico

FORESTRY AND AGRICULTURE

Forestry continues to be listed as a strong cluster for Del Norte County, as second growth logging has begun to increase in recent years. As shown in Figure 8, Forestry accounted for 22 percent of total agricultural value in 2015, with \$28.8 million in revenues.

Figure 8: Timber as a Percent of Total Agricultural Value



Source: CSU Chico CED. Del Norte County Profile, 2018

Agriculture is a significant use of land in Del Norte County. Dairy and Dairy products manufacturing accounts for the majority of economic value in agriculture, followed by nursery products, especially lily bulbs (Table 5).

Table 5: Top Crops by Value in 2016, Del Norte County

Crop	Value
Milk Market Fluid	\$12,922,000
Cattle Cows	\$10,000,000
Nursery Bulb Lilly	\$6,737,000
Milk Manufacturing	\$3,772,000
Cattle Calves Only	\$3,647,000
Nursery Woody Ornamentals	\$3,295,000
Hay Other Unspecified	\$2,387,000
Livestock Products Misc.	\$1,650,000
Pasture Forage Misc.	\$1,085,000
Pasture Irrigated	\$897,000
Other	\$1,252,000
Total Value of Agriculture	\$47,644,000

Source: USDA National Agriculture Statistics Service, as reported by CED at CSU Chico, 2018.

SOCIOECONOMIC CHARACTERISTICS

POPULATION

The population of Del Norte County has been highly stable since 2001, with a pre-recession positive growth of 1,800, followed by a negative shift during the recession that lost 2,222 (see Table A-4 in the Appendix). Growth until 2030 is expected to be quite slow. The population was distributed as follows in 2017:

Table 6: Population Distribution in Del Norte County, 2017

LOCATION	POPULATION	PERCENT
Crescent City, without Prison population	4,214	15.55%
Pelican Bay Prison	2,201	8.12%
Unincorporated	20,687	76.33%
Klamath	722	2.66%
Gasquet	955	3.52%
Hiouchi	427	1.58%
Bertsch - Oceanview	2,140	7.90%
Smith River	746	2.75%
Del Norte County w/ Prison	27,102	100.00%

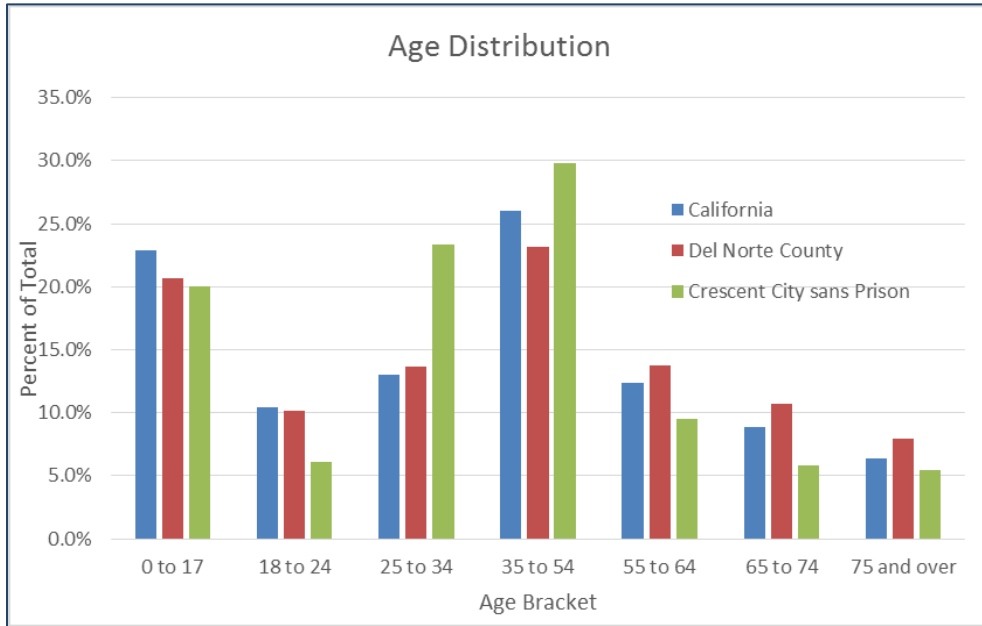
Source: ADE, Inc., based on California Dept. of Finance E-5 Population Reports, California Dept. of Corrections Weekly Prison Population Reports and ACS 2013-2017 household population estimates.

Crescent City's population has remained quite stable over the years, with only the prison population fluctuating.

MEDIAN AGE

The age distribution for the County, the City and the State are shown in Figure 9. Note that the County's population trends older than California as a whole. Crescent City's population is concentrated in the working age 25-54 age brackets, even after removing the prison population from the data.

Figure 9: Age Distribution, Del Norte County and Crescent City Compared to California



Source: ACS 2013-2017

Over the next ten years, the California Department of Finance projects that the County population will continue to shift into older age groups. There is solid growth projected for the 25-34 year old age group, but more experienced workers 55-64 will age out into retirement. The elderly population 75 years and older is projected to be the fastest growing age group between 2020 and 2030.

Table 7: Population Projections by Age Group, Del Norte County, 2020-2030

Age Group	2019	2030	Percent Change
0-17	5,642	5,499	-2.5%
18-24	2,769	2,772	0.1%
25-34	3,728	4,422	18.6%
35-54	6,325	6,560	3.7%
55-64	3,753	2,340	-37.6%
65-74	2,917	3,129	7.3%
75+	2,168	3,107	43.3%
Total	27,302	27,829	1.9%

Source: CA Department of Finance. P2 Projections Series.

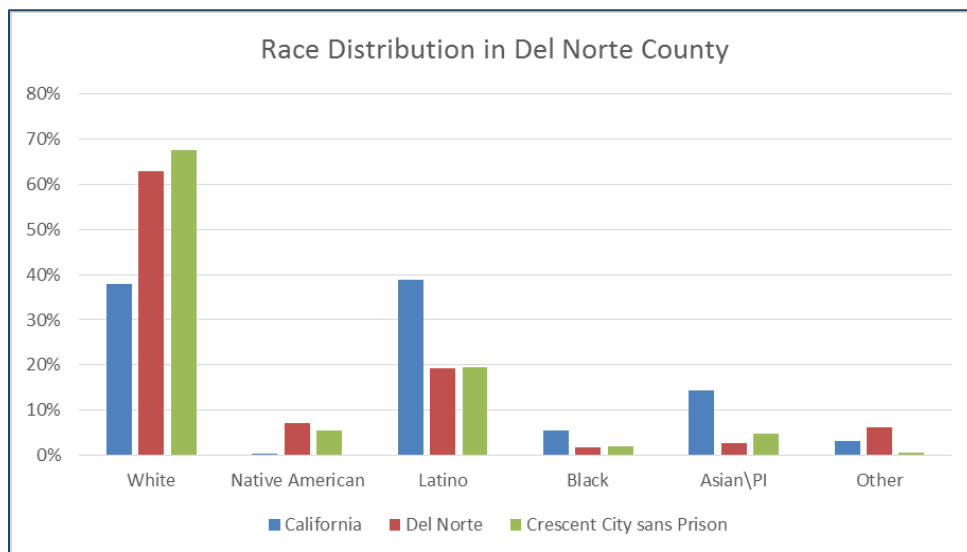
RACE AND ETHNICITY

Del Norte County has a much higher percentage of white and Native American citizens than California as a whole, and lower percentages of Latino, Black and Asian populations (Figure 10). Crescent City's race distribution generally matches the County's; however, the City's population is strongly concentrated among working age males and females ages 25-54, and fewer in the other age categories.

PER CAPITA INCOME AND POVERTY

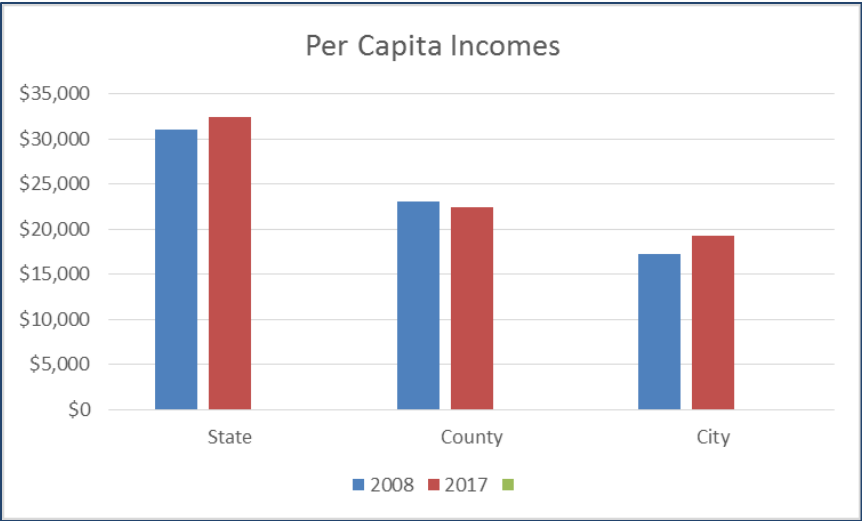
Figures 11, 12 and 13 identify that incomes are significantly lower than the State averages, have declined in unincorporated Del Norte County, and that the poverty rate continues to stay higher than the California average. Chronic poverty and homelessness are long term issues here. Of note in Figure 14 is the 11% increase in incomes in the City since 2008 as opposed to a slight drop in the County.

Figure 10: Race Distribution in Del Norte County



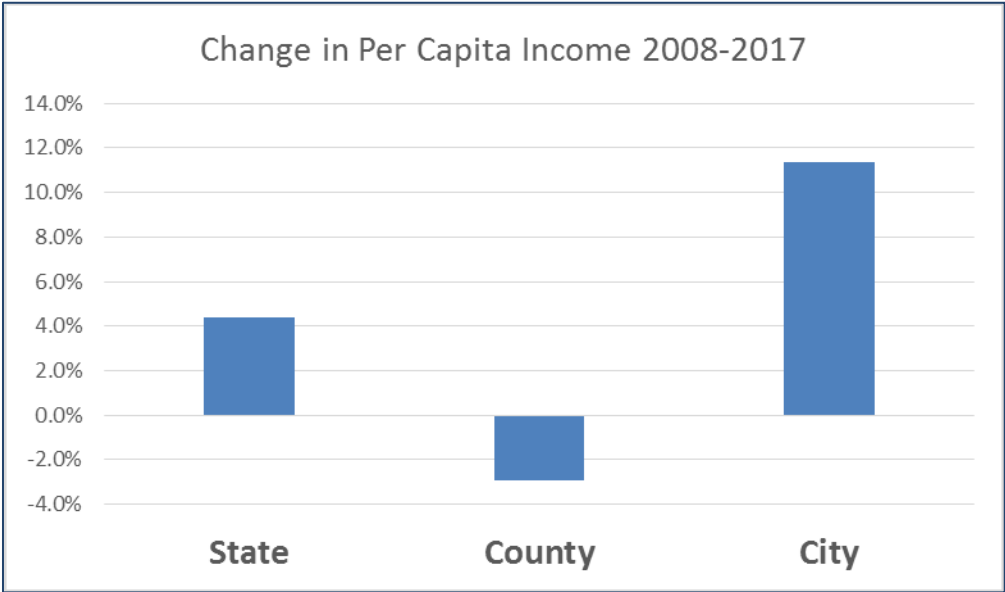
Source: ACS 2013-2017

Figure 11: Per Capita Incomes for Del Norte County and Crescent City Compared to California, 2007 and 2017



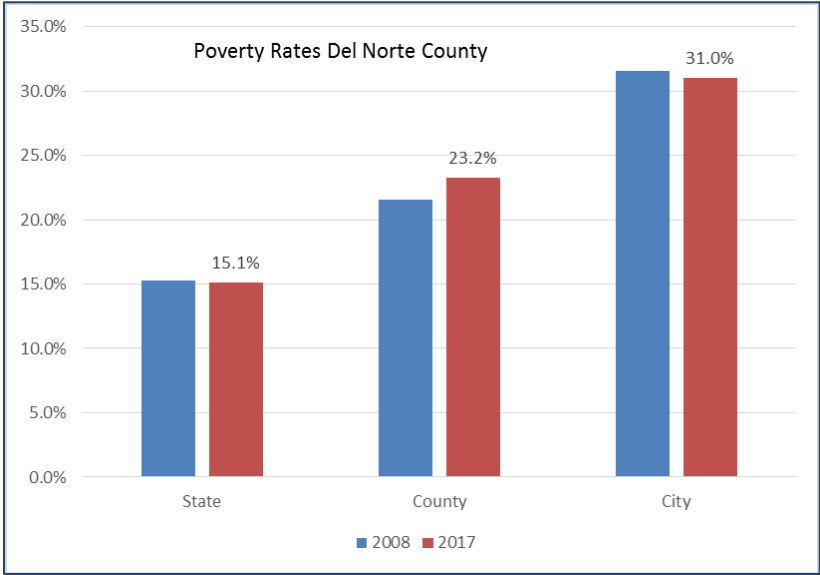
Source: ACS 2013-2017

Figure 12: Change in Per Capita Income 2008-2017



Source: ACS 2013-2017

Figure 13: Poverty Rates in Del Norte County, Crescent City Compared to California

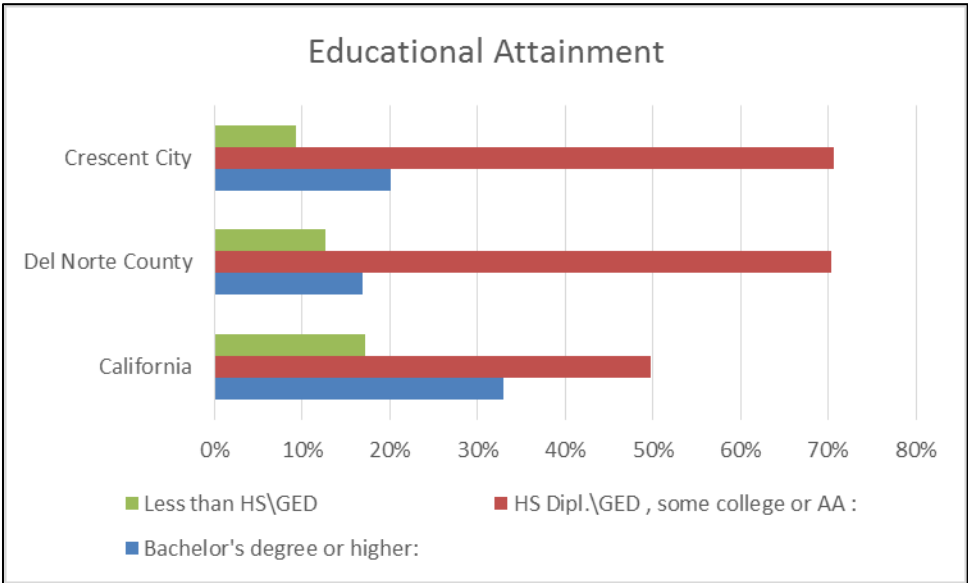


Source: ACS 2013-2017

EDUCATIONAL ATTAINMENT

Figure 14 below indicates that Crescent City (and the County) have a higher percentage of High School diplomas than California, but a lower percentage of 4-year college degrees.

Figure 14: Educational Attainment



Source: ACS 2013-2017

HOUSING UNITS, VACANCY, TRENDS

Severe housing shortages exist throughout the nation and state, and the Federal, State and local governments everywhere are attempting to address this shortage. Del Norte has in 2019 an estimated 11,352 housing units, which is only 109 more than in 2010 (see Table A-5 in the Appendix).⁵ Crescent City is showing a net gain of only two units during this period. Crescent City has about 17% of the total housing supply in the County. Most of the housing stock in both the County and City is single family detached homes, with a good supply of mobile homes. The housing vacancy rate has been stable in the County at about 10 to 12%, but the vacancy rate in Crescent City has dropped to below 7% in recent years.

Fifty-four percent of residents own their own home county-wide, but only 29% own within City limits (See Table A-6 in the Appendix). Given the large number of jobs paying lower wages in the County, it would be expected that there is strong demand for more multi-family housing, which was mentioned by several of the people interviewed for this study.

According to Zillow, the median listing home price is \$279,000 and a median selling price is \$251,500.⁶ The average rent for a 3-bedroom home is currently \$1,266 per month.⁷ Housing prices have recovered from their low of \$179,000 in November 2013.

HEALTH INDICATORS

Health indicators are important measures of the quality of life as well as worker productivity. Del Norte County has higher mortality rates than state averages for a number of significant diseases (Table 8), although for Diabetes and Stroke, the number of incidences in 2015-2017 were too low to produce reliable rates. Del Norte does have fewer cancer deaths than the US target threshold and had fewer cases per 100,000 than Humboldt County, although both were well above the state average. Del Norte County has a lower Heart Disease death rate than the US target and also has a slightly lower death by accident rate than Humboldt County, but again both counties were well above the state average.

⁵ Source: California Department of Finance E-5 Report, January 2019.

⁶ <https://www.zillow.com/crescent-city-ca/home-values/>

⁷ Source: U.S. Department of HUD (from Chico State, Center for Economic Studies, 2018 Del Norte County Profile, page 34).

Table 8: Selected Mortality Indicators per 100,000 Population, 2015-2017

Jurisdiction	Diabetes	Cancer	Heart Disease	Stroke	Chronic Lower Respiratory Diseases	Accidents
National Goal	NA	161.4	103.4	35.3	NA	36.4
California	21.1	137.4	87.4	36.3	32.0	32.2
Del Norte	24.4*	156.4	100.9	37.7*	69.1	68.6
Humboldt	26.9	160.5	107	67.6	45.2	73.9

Source: California Department of Public Health, County Health Status Profiles, 2019.

* Fewer than 20 occurrences - data deemed unreliable.

INFRASTRUCTURE

CIRCULATION AND TRUCKING

The County is physically isolated from most of California by the mountainous terrain covering much of the County and is dependent on well-maintained open highways for its outside connections. The closest cities with active transportation hubs are Grants Pass, Oregon (85 miles via US 199) Arcata/Eureka (85 miles via US 101), and Redding (220 miles via US 101 & CA 299).

Table 2.14 of the 2016 Del Norte Regional Transportation Plan (RTP)⁸ indicates that even with a projected countywide Vehicle Miles Traveled (VMT) growth of 28.67% between 2010 and 2040, most of the sections of US 101 have acceptable levels of service (LOS) of C or better, but up to eight sections will need upgrades before then to avoid LOS deterioration. The other three highways (US199, SR197, SR169) are all expected to be fine until 2036.

Table 2.15 of the RTP document indicates that several local roads in the unincorporated area are now classified LOS D (high density, but stable flow, some users significantly affected by interaction with others in the traffic stream).

Trucks are the primary mode for goods movement in and out of the County. Highways 199 east to Grants Pass and I-5, and US101 south to Eureka are the primary truck routes. Improved truck access requires widening/straightening East-West US 199 to allow larger STAA trucks to navigate into the County. Otherwise they need to offload in Grants Pass onto smaller trucks. A project to straighten and improve US 199 has been approved and funded but is currently under litigation.

The US 101 route is impaired due to severe instability at the Last Chance Grade just south of Crescent City and tight curves through the Richardson Grove area. Remedial construction is underway in 2019 at Last Chance Grade but costs to maintain the existing route are about \$2 million per year, with the possibility remaining of a substantial failure

⁸ 2016 Regional Transportation Plan, Tables 2-14 and 2-15.

and a prolonged outage of the roadway. Routing alternatives are under study, but would cost between \$300 million and \$1.1 billion.⁹

TRANSIT¹⁰

Redwood Coast Transit Authority (RCTA) is the designated transit system for Del Norte County. The RCTA has seven fixed routes that operate within Del Norte County as well as to Humboldt County and Curry County in Oregon. Routes 1, 2, 3, 4, 10 and 199 provide service throughout the County. Route 20 provides service to Arcata in Humboldt County. Operation hours are Monday through Friday, with limited hours on Saturday.

Ridership for the Redwood Coast Transit increased steadily between 2006 and 2012 from 66,890 annual passengers in 2006 to 154,550 annual passengers in 2012. However, due to cuts in the RCTA budget in 2012, all routes experienced service reductions and decreased ridership between 2012 and 2013. Service reductions include cutting operation hours and eliminating service on certain holidays. Subsequently, annual ridership decreased to 134,537 riders in 2013.

The Redwood Coast Transit Authority also offers public transit via the Dial-A-Ride service. This service operates Monday through Friday with limited hours on Saturday. Dial-A-Ride serves the area between Smith River and Arcata in Humboldt County. Dial-A-Ride offers same day curb-to-curb service for \$2.50 (senior and disabled) or \$5 (general public). The fare is reduced to \$1.50 for seniors and people with disabilities for reserving tickets one day in advance. Dial-A-Ride ridership has decreased from 18,826 one-way passenger trips in FY 2009/10 to 15,985 one-way passenger trips in FY 2011/12, which calculates to a loss of over 2,841 passengers. Vehicle service hours for both the Dial-A-Ride and the regular fixed route system have decreased by over 1,000 hours for FY 2012/13.

The Yurok Tribal Transit Services provides public transportation services operated by the Yurok Tribe Transportation Department. This service provides transit for the communities of Klamath, Crescent City, Weitchpec, Wautec, and Tulley Creek. There is a Dial-A-Ride Service and regular morning (7AM-8:30AM) and evening (5PM-6:15PM) pick-up times for the following community destinations:

- Pem-mey in Klamath (7:10AM)
- Home Depot, Crescent City (7:45AM and 5:45PM)
- Elk Valley Community Center, Crescent City (7:45AM and 5:38PM)
- Yurok Tribal Office, Klamath (8:23AM, 5:05PM, and 6:15PM)

The fare for the Yurok Tribal Transit Service (YTTS) is \$1.00 per trip, per passenger. Additionally, the YTTS provides a free trip for elders and assistants for shopping, business,

⁹ www.lastchancegrade.com

¹⁰ 2016 Regional Transportation Plan

or personal needs once a month. The YTTS is an important transit system for the Tribal community as many members live in isolated areas and have limited means of transportation.

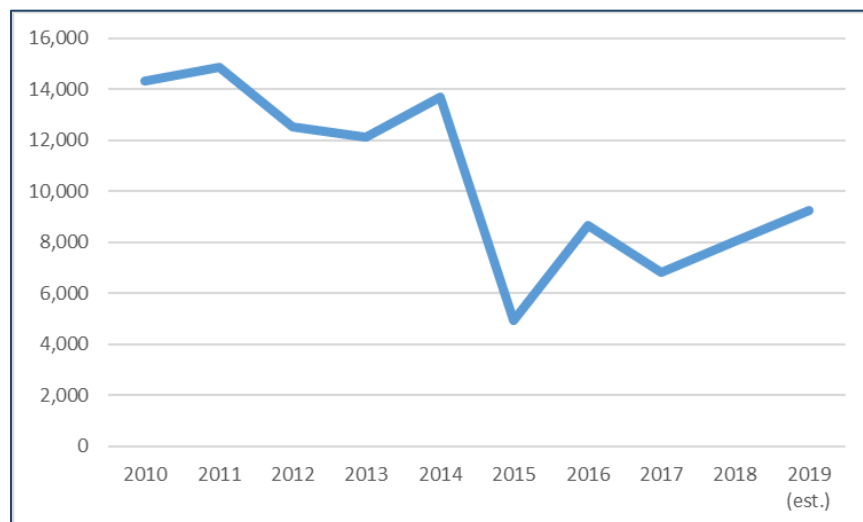
HARBOR

The Harbor is a critical asset to the region, supporting two strong clusters and contributing significant employment. Fishing and tourism are the primary uses at the Harbor district, which supports a fleet of 80 commercial fishing vessels and several restaurants, hotels and an art gallery. The Ocean World Aquarium is a nearby attraction. There is little cargo capacity other than one container lift. Recent improvements have made the harbor more resistant to tsunamis, especially since the tsunamis of 2006 and 2011.

AVIATION

There was an average of about 13,000 revenue-producing enplanements at Jack McNamara Field (CEC) in Crescent City between 2010 and 2014. The airport lost daily scheduled service in 2015, after which enplanements then dropped to under 7,000 (Figure 15). However, in 2018 Contour Airlines began service to Oakland, a signal that the economy is picking up. The airport runway safety area improvement and recent terminal expansion now provide plenty of capacity for growth.

Figure 15: Jack McNamara Field Enplanements, 2010 to 2019



Source: Del Norte Transportation Commission. 2016 Regional Transportation Plan; FAA Enplanement data

WATER AND SEWER

Crescent City completed a \$42 million upgrade to the wastewater treatment plant in 2010, which serves not only the City but the urbanized unincorporated areas surrounding the City. The treatment plant treats 600,000 gallons of wastewater per day. The City has identified several projects that are still needed to complete improvements to the treatment plant,

including replacement of the Rotating Biological Contractor, replacement and upgrade of the Membrane Bio Reactor, optimization of the Digester and others (see CEDS project lists in the Action Plan chapter below). County Service Area 1 maintains sewer collection facilities for the unincorporated areas connected to the treatment plant. Both the City and the County have identified several improvements needed to the sewer collection systems including computerized monitoring systems, secondary power sources for the lift stations, and reduction of storm water infiltration, among others.

The Tolowa Dee-ni' Nation (Smith River Rancheria) also completed a wastewater treatment facility that serves tribal activities as well as nearby residents. Residents of unincorporated areas not connected to these two treatment plants are on septic systems.

Similar to the service arrangement for wastewater treatment, the Crescent City Water Department serves about 18,000 people in and outside of the City. The primary water source is the Smith River, which has exceptionally high water quality. Other County residents are on wells. Due to the high precipitation (between 70 and 100 inches annually) and low population, groundwater depletion is not a concern currently.

ELECTRICAL POWER AND BROADBAND

Del Norte County is one of the few California regions served by Pacific Power, which is headquartered in Oregon. Electrical power is less expensive than PG&E rates and Del Norte County was not subject to the Public Safety Planned Shutdowns (PSPS) that occurred in the fall of 2019 for many areas in Northern California.

In terms of broadband service, the coastal area of the County from Crescent City to the Oregon border has wireline service rated at 6 Mbps download and 1 Mbps upload by the California Advanced Services Fund (CASF), which is the program administered by the California Public Utilities Commission to extend broadband infrastructure and services throughout California. Del Norte County is also part of the Northeast California Connect Consortium through which the CASF works to distribute grant funds for broadband projects. Based on available information, it appears that Del Norte County has one fiber optic line coming up from Humboldt County and other lines extending south from Oregon. (This information should be verified as part of the Action Plan below.) There is a concern with the lack of redundancy in this fiber optic system, not only from the south but also from the north along US 101 into Crescent City. In addition, many areas of the county are not served at all due to the mountainous terrain.

SOLID WASTE MANAGEMENT

The Del Norte Solid Waste Management Authority (DNSWMA), a Joint Powers Authority of Del Norte County and the City of Crescent City, is responsible for planning and regulation of the solid waste and recyclable materials collection, reuse and disposal. Del Norte County has five transfer stations and recycling centers, including one in Gasquet and one in Kamath as

well as those closer to Crescent City.¹¹ The County's land fill has been closed and is under long term monitoring. Solid waste disposal occurs at the facility in White City, Oregon, and the County has secured more than 15 years capacity at this facility. In addition, Recology, Inc. ships recycled materials to its facility in Humboldt County.

In 2016, Governor Brown signed SB 1383 into law, requiring that local jurisdictions implement and enforce certain organic waste diversion and recycling programs to reduce greenhouse gas emissions. The regulations take effect January 1, 2022, with several milestones taking effect at later dates. SB 1383 has been characterized as the most significant waste reduction mandate to be adopted in California in the last 30 years. It is anticipated to be especially challenging for rural communities to comply and Del Norte County is working with its legislative representatives and the Rural County's Environmental Services Joint Powers Authority to advocate for legislation that could allow alternate compliance mechanisms for rural communities.¹²

However, under the current law, Del Norte County will need to develop plans, systems and infrastructure to implement food waste recovery as well as diversion of other organic waste by 2025 or 2026. SB 1383 also contains provisions requiring compliance with the CalGreen Building Standards Code and the Model Water Efficiency Landscape Ordinance, which will require enforcement from City and County officials other than the DNSWMA.

The Community Food Council for Del Norte County and Adjacent Tribal Lands has been awarded a CalRecycle grant to expand food rescue and redistribution in Del Norte, and development of this food rescue program will be an essential element of Del Norte's food recovery programs to comply with SB 1383 requirements. SB 1383 prioritizes food recovery for human consumption first, then for animal consumption and lastly for composting. Composting is particularly challenging for Del Norte County due to a number of factors including the high rainfall, the presence of bears, and the fact that the dairies already produce a relatively cheap compost from cow manure. Compost produced from other organic waste could not compete economically with this source. However, the potential exists for Del Norte County to contribute to the research in this area through pilot projects related to culinary kitchen food diversion and use of the dairy lands for carbon sequestration techniques.¹³ Del Norte is also a member of the North Coast Recycling Market Development Zone, which offer loans and technical assistance for businesses using recycled feedstocks or producing products from recycled materials. In addition, the County owns a three acre site adjacent to the Del Norte County Transfer Station that is available for recycling business development.

¹¹ Del Norte Solid Waste Management Authority. Non-Disposal Facility Element of the Integrated Solid Waste Management Plan. November 2019.

¹² Tedd Ward, Director, Del Norte Solid Waste management Authority. Staff Report. January 3, 2020.

¹³ Tedd Ward, personal communication, February 11, 2020.

SWOT ANALYSIS

Much of the discussion in the CEDS stakeholder engagement and committee meetings centered on identifying the assets and opportunities that Del Norte County can build on to promote economic prosperity and the weaknesses and threats that must be dealt with to facilitate economic growth. The following is a summary of the factors identified in the SWOT, followed by a focused discussion on economic resiliency.

STRENGTHS

- Del Norte County is a place of immense natural beauty that includes the ocean, rivers and the world's tallest trees. Many of the county's residents, including its entrepreneurs, have moved here for the quality of life, including exceptional air and water quality as well as the scenic beauty.
- The natural amenities, as well as the establishment of Redwoods National Park and Jedediah Smith Redwoods State Park, have bolstered a strong eco-tourism industry that includes river activities such as fishing, rafting and kayaking as well as hiking, biking and camping. Del Norte County is the gateway to the National and State Parks, which have an estimated 400,000 visitors a year, including Canadian and international visitors. While there is significant rainfall in the area, certain visitor activities such as steelhead fishing provide a winter market for tourism.
- In addition to the tourism market, Del Norte County is a sports community, hosting recreational youth events such as a Little League tournament that brings in 80 families and basketball tournaments that bring in 400 families.
- The Smith River Valley offers rich agricultural lands and a year-round growing season, which produces grass fed beef, dairy products, Easter Lilly flower production with worldwide distribution, as well as other crops. Many of these products, particularly the livestock and dairy products, are produced organically.
- The County has been able to implement key infrastructure improvements, such as rebuilding the air terminal, which has led to re-establishing flight service to Oakland and the rebuilding of the harbor docking facilities following the tsunami in 2011. Further work is needed at the harbor, as discussed below. However, having a working harbor is a major asset, providing the fishing fleet with good safe access to get in and out of the harbor without danger.
- Served by Pacific Power, Del Norte County has avoided the Public Safety Power Shutdowns implemented by PG&E in the fall of 2019.

- Many stakeholders indicated that Del Norte County has a strong business community, featuring lots of entrepreneurial cottage businesses.¹⁴ It is also a community that strives to work together for common interests. For example, organizations such as the Wild Rivers Community Foundation and others have done fundraising with Smith River Rancheria to support the salmon hatchery on the river.
- The four federally recognized Native American Tribes are estimated to support more than 750 jobs and produce over \$55.5 million in annual business revenue.

WEAKNESSES

- Although tourism is an important industry for Del Norte County, stakeholders feel the entrances into Crescent City offer “poor curb appeal.” Better pedestrian access along US 101 including around the S curve would create a more appealing environment. In addition, businesses could do more to beautify their business places.
- Existing tourism marketing efforts fail to adequately promote the National and State Parks. Moab, Utah offers an example where the National Parks are heavily featured (www.discovermoab.com). The National and State Parks also do not collaborate with County parks and camping facilities to ensure that overflow visitors find local camping options when they are full.
- There is not a good mechanism in the County to celebrate successes, and much of the focus is on failures or deficiencies. In addition to improving the tourism web presence, a website dedicated to comprehensive economic development efforts in Del Norte County would help stimulate business attraction and development.
- Del Norte County has a lack of livable wage jobs, which leads to a high proportion of low-income households and young people leaving for opportunities in stronger markets. Nearly half the job base is in government, rather than a diverse base of business and industry. Consequently, purchasing power to support local businesses is weak, which leads to a high vacancy rate in Downtown Crescent City. In addition, stakeholders report that demand for single family housing is down, which affects the construction industry, although there is likely unmet demand for multi-family housing.
- The county is isolated due to poor access on US 101 from the south and US 199 from the east. The deficiencies on these roadways impede STAA trucking which makes the County a difficult location for manufacturing.

¹⁴ This is confirmed in: Claggett Wolfe Associates. *Economic Development Business Loan Study for Crescent City*. August 2019.

- Much of the land area with economic development potential in the County is subject to Coastal Commission jurisdiction.
- A majority of land in the County is in federal or state ownership. This supports tourism in many areas but restricts private enterprise opportunities in other areas.

OPPORTUNITIES

- Strong national market growth in outdoor recreation supports a major strength of the County. Lots of activities can be promoted, including bird watching, fishing, biking, beach combing, visiting the world’s tallest trees, relaxing, whale watching, surfing, storm watching, and walking along the harbor.
- The 2011 Tohoku earthquake and tsunami, and subsequent retrieval and return of the boat from Rikuzentakata led to a Sister City relationship between Crescent City / Del Norte County and Rikuzentakata, Japan. This has created an opportunity for international marketing for Del Norte County, as the Olympics are scheduled to occur in Japan in the summer of 2020. The Sister City relationship will be featured on NBC Sports during their Olympics coverage.
- Fishing boat access on the rivers could be expanded if the County can work with State and Federal regulatory agencies. Without this collaboration, there is also the possibility boat access will be further restricted.
- Consider ways to build on the environmental ethos of the County to promote business development in alternative energy fields, including wind and wave energy as well as waste-to-energy plants and solar system manufacturing.
- While small business loans are available through the North Coast Small Business Development Corporation and the Del Norte County Economic Development Corporation, there is a need to create stronger business mentoring resources to truly help local businesses meet their expansion potential.
- Agriculture should be redefined to include timber and fishing. A larger advocacy group will have more strength with local and federal agencies. The timber industry is now harvesting 2nd growth lumber and should be encouraged to maintain a stable, sustainable level of activity in the economy. In addition, opportunities to establish aquaculture operations, such as abalone, may be viable if necessary dredging can be maintained.
- Explore opportunities to diversify agriculture in the County to increase local farm-to-fork distribution and increase resiliency by reducing dependence on outside food sources. In addition, hemp is an upcoming legal crop that can be grown organically, with opportunities for value-added processing.

- Continue to support efforts by City, County and Harbor government to obtain state and federal grants to fund critical infrastructure and other community facilities and amenities that support economic development. In addition, the Del Norte County has a designated Opportunity Zone that can help attract investment, which includes the City, the harbor and portions of the adjacent County unincorporated area.
- The Del Norte Economic Development Corporation could be strengthened to better coordinate countywide economic development efforts.

THREATS

- Homelessness, drugs, crime and lack of community pride reduce the appeal of the County for visitors and businesses as well as residents. Recent federal court decisions make it difficult to restrict homeless use of public spaces and will require a more comprehensive approach to homelessness.
- Falling incomes and purchasing power lead to lack of maintenance for commercial businesses and investment in the Downtown shopping environment.
- Climate change increases ocean temperatures which affects the fishery.
- The Harbor needs to complete the replacement of the seawall to protect against future tsunamis.
- There is a concern that pesticides used to grow the Lilly bulbs may be creating a health hazard in the Smith River plain and possibly affect the salmon fishery over the long term. The North Coast Water Quality Control Board (NCWQCB) conducted tests in 2013 and 2015 that measured low concentrations of pesticides and concluded that in combination with natural water conditions such as low hardness, the pesticides could have an impact on aquatic life.¹⁵
- Proximity of the County to Oregon, which is perceived to have business climate and tax advantages, makes business recruitment and retention more difficult.
- The high cost of healthcare and the inability of local health care providers to recruit and retain specialists threatens the quality of life of the County.
- City and County government currently coordinate very well but this has not always been the case in the past and needs to be a focus for the future.

¹⁵ North Coast Water Quality Control Board. Smith River Plain, Surface Water and Sediment Monitoring Report. January 2018. p. 2.

ECONOMIC RESILIENCE

The US Economic Development Administration (EDA) defines economic resilience to include the ability of localities to recover quickly from major disruptions (or “shocks”) to its economic base, the ability to withstand a shock, and the ability to avoid a shock altogether.¹⁶ Major disruptions can come from a general economic downturn in the nation or the state, market downturns for specific industries that are important to the regional economy, local closures of major employers, and disruptions from natural or manmade disasters. Del Norte County has experienced numerous tsunamis and flooding episodes over the years, including in 1964 when much of Downtown Crescent City was destroyed and most recently in 2011 when a tsunami destroyed the Harbor.

DISASTER RESPONSE

The County Office of Emergency Services (OES) coordinates the overall County response to disasters. It is also responsible for disaster preparedness, mitigation, and recovery activities. Like many regions, Del Norte County is subject to many threats such as earthquake, tsunami, flooding, severe weather, wildfire, pandemic influenza, hazardous material spills, and even terrorism. Due to its remote location and limited resources it is important that the community is well-educated on these threats and that individuals take responsibility for their personal preparedness.

Del Norte County OES strives to create comprehensive preparedness and response plans; provide training to individuals, businesses, and organizations; coordinate with first responders, healthcare providers, nonprofits, businesses, and volunteers; and to provide education and information to our community when emergencies arise. As of this writing, the coronavirus is a significant global issue, but County officials note that the County has long coordinated responses to epidemics as well as natural disasters and is well prepared to meet this current threat.

The OES page on the County website is under development as of November 2019 but has begun to provide advice and resource referrals regarding specific hazards or threats that may occur. Among other steps taken, OES has also implemented a community alert system and 72-hour supply bags are distributed to low-income families, although it is not clear if they are maintained for emergencies when food is short on a daily basis.

In addition, due to the remoteness and small population of the County, there is a strong spirit of cooperation. County, City, Harbor, School District, first responders, businesses and others all meet regularly to plan for disaster response and assist each other when needed. There is also a strong force of local volunteers.

¹⁶ US EDA. CEDS Content Guidelines. March 9, 2016. pp. 15-16.

- However, on a broader level, the County has no recovery plan in place and in particular there are no food storage facilities or systems in place.
- In addition, the Harbor District has identified the need to create a Tsunami Evacuation Center. This project is described in more detail in the Acton Plan later in the CEDS document.

DISASTER PLANNING

CLIMATE CHANGE

The County Transportation Commission completed a Climate Change and Stormwater Management Plan in 2015, which identified risks to the transportation system of long term climate change. As noted in the plan, “[C]limate stressors that may pose a potential hazard to transportation assets in Del Norte County are identified as precipitation, sea level rise, and coastal storm surges, all of which are projected to increase frequency or severity in the future. Increases in precipitation will cause increased runoff which will in turn stress drainage networks that serve transportation assets. Sea level is predicted to rise 55 inches along the California coastline by 2100, leading to increased coastal flooding and shoreline (cliff) erosion. The intensity of storm surges is also predicted to increase. This has the potential to cause permanent or periodic inundation of coastal transportation assets, along with damage to these assets brought on by coastal erosion.”¹⁷

The study identified 175 of the 680 total roadway miles in the County as having critical levels of risk related to climate change. The study provided preliminary cost estimates of some options to avoid or mitigate the projected effects. A levee along the shoreline is projected to cost more than \$73 million (\$2014) while other erosion countermeasures could cost in excess of \$1 billion (\$2014). Certainly, other infrastructure besides transportation would also be affected, particularly at the Harbor.

ECONOMIC DIVERSIFICATION

Several important segments of the County economy are tied to climatic conditions, such as agriculture and fishing as well as possibly timber. Ocean warming is expected to change the fish species and volume of fish present off the coast, and the mix of crop types is likely to change as weather conditions shift. For these reasons, as well as the shorter term prospects of future economic downturns, economic diversification should be a major objective for Del Norte County. As discussed above in the Industry Cluster analysis, Del Norte County has few economic sectors where it achieves of significant level of concentration. Agriculture, tourism and government all have certain economic advantages but are susceptible to disruption from disasters and recessions and except for government, the wages levels do not support the workforce or the rest of the economy very well.

¹⁷ Schaaf & Wheeler. Climate Change and Stormwater Management Plan. Del Norte County Transportation Commission, 2015. p. 1-3.

Two major impediments to diversifying the economy also relate to shorter term disaster preparedness: the improvement of US 199 to allow STAA trucks and the improvement and redundancy of the broadband network. These circulation and communication improvements would make more types of manufacturing businesses feasible in Del Norte County and would also help facilitate both emergency communications and the attraction of more internet-based workers and businesses.

VISION AND GOALS

Del Norte County has established an economic vision that has carried through successive CEDS plans over the past ten years:

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

The CEDS is intended to achieve goals that may be characterized by the acronym TEAMS, which not only encapsulates the need for regional collaboration and teamwork but also identifies the key business sectors, organizations and economic foundations critical to the economic prosperity of the region.

- T: Transportation, Technology, Tourism
- E: Education, Environment
- A: Agriculture, including Forestry and Fishing
- M: Manufacturing, Medicine
- S: Small Business and Sovereign Nation (DNATL) Success

The specific CEDS goals are listed below and a detailed action plan to implement the goals is provided in the next chapter.

Goal 1: Diversify the regional economy to include technology-based firms, light manufacturing and health care enterprises that provide living wages to local workers.

Goal 2: Promote successful tourism industry expansion

Goal 3: Support expansion of sustainable agricultural, forestry and fishery products.

Goal 4: Invest in improving and maintaining a comprehensive transportation network that meets the needs of local industry, commuters and visitors.

Goal 5: Enhance education, workforce training, housing and healthy lifestyle opportunities in the County to support existing residents and businesses as well as the workforce of the future.

Goal 6: Create a thriving small business environment which fosters entrepreneurship and innovation.

ACTION PLAN

The CEDS Committee has identified objectives and action steps to implement key elements of each of the goal statements. In addition, the sponsoring agencies have identified priority projects that would help support achievement of the goals. The projects are listed after the action plan described below.

Goal 1: Diversify the regional economy to include technology-based firms, light manufacturing and health care enterprises that provide at least living wages to local workers.¹⁸

Objectives/Actions

1.1 Attract internet commuters. Ensure adequate capacity and redundancy in the broadband network.

1.1.1 Coordinate with Northeast California Connect Consortium and Redwood Coast Consortium on information resources and funding opportunities for the broadband system.

1.1.2 Identify funding opportunities through the California Advanced Services Fund (CASF), particularly for school and library internet expansions, as well as last mile and middle mile expansions. Coordinate this effort with the Tribes.

1.1.3 Identify the owner of the fiber optic lines that extend from Oregon and determine the market criteria under which increased redundancy and capacity would be feasible.

1.1.4 Meet with local broadband service providers to determine the market conditions under which service expansions can be implemented.

1.1.5 Evaluate the benefits and feasibility of public agency fiber optic networks for transportation and infrastructure monitoring and operation.

1.1.6 Based on research identifying any local broadband advantages, develop marketing messages for businesses and potential new workers.

1.2 Leverage local resources to create sustainable energy production enterprises.

1.2.1 Identify research institutions and/or pilot programs engaged in alternative energy research along the West Coast and identify opportunities to collaborate to establish pilot projects in Del Norte County.

1.3 Attract and expand a greater range of specialty health care services.

¹⁸ Living wages are intended to provide sustainable household support commensurate with local costs and economic conditions. The Massachusetts Institute of Technology has developed calculator for living wage by County, which is provided in Appendix Tables A-8 and A-9. See <http://livingwage.mit.edu/counties/06015/>.

1.3.1 Create an inventory of health care services available in Del Norte County from private, public and non-profit organizations.

1.3.2 Identify existing health care gaps and engage a group of industry representatives to determine the constraints to filling the gaps.

1.3.3 Coordinate with workforce education and training agencies to maximize the opportunity for local healthcare training programs.

1.3.4 Develop an action plan to market the opportunity to diversify the Del Norte health care network to the health care industry.

1.3.5 Promote and encourage the growth of the senior population in the County.

1.4 Coordinate with Tribal Leaders (DNATL) on site availability and funding for infrastructure improvements to support business development.

1.5 Promote the high quality of life and natural assets of the County to attract entrepreneurs and new businesses.

1.5.1 Determine a funding source to support enhancement and expansion of economic development marketing programs in the County.

Goal 2: Promote successful tourism industry expansion.

Objectives/Actions:

2.1 Evaluate the feasibility of a Tourism Business Improvement District (TBID) as a means to increase revenues available for marketing and infrastructure improvements.

2.2 Consider increasing the TOT tax rates to increase revenues available to support marketing.

2.3 Increase the number of outdoor recreation events.

2.1.1 Enhance the cooperative efforts between private sector sponsors, the City Recreation/Events Director and the County Recreation Coordinator.

2.4 Promote the scenic and recreation assets and attractions of the County, including the National and State Redwoods Parks, Klamath River, Smith River, County parks and campgrounds, Beachfront Park, and others.

2.4.1 Enhance the video functionality of the VisitDelNorteCounty.com website.

2.4.2 Allocate funding to print brochures supplementing the promotion of the National and State Redwood Parks and other county attractions, in addition to the Chamber of Commerce magazine.

2.5 Promote Crescent City's Sister City relationship with Rikuzentakata and the opportunity afforded by the 2020 Summer Olympics in Japan.

2.6 Coordinate with Tribal Leaders (DNATL) on marketing and tourism attraction opportunities.

Goal 3: Support expansion of sustainable agricultural, forestry and fishery products.

Objectives/Actions:

3.1 Promote farm-to-fork programs, farmer’s markets and food hub networks that help to increase local consumption of Del Norte farm products and improve food security.

3.1.1 Build on the research and recommendations developed by the Building Health Communities Program to create an inventory of Del Norte food products that could be marketed to local groceries and restaurants.¹⁹

3.1.2 Evaluate whether a food distribution hub would help improve local distribution of Del Norte food products, especially for small farmers.

3.1.3 Identify options for emergency food storage and evaluate the feasibility of a food storage center.

3.1.4 Collaborate with Tribal Leaders (NDATL) to increase food diversity and food security.

3.2 Assist local agricultural producers to improve the sustainability of their operations, including use of compost and mulch products to help sequester carbon to the extent practical.

3.3 Promote the development of new food products in the County that meet evolving consumer market niches.

3.3.1 Coordinate with the Agricultural Commissioner and the UC Farm Extension to identify additional crops that could be grown in the County and market these opportunities to local growers.

3.3.2 Evaluate opportunities and constraints to increase aquaculture in Crescent City Harbor or along the coast, such as the dulse seaweed products under research at Oregon State University.

3.4 Complete the replacement of the Harbor sea wall to protect the fishing fleet from future storm surges and tsunamis.

3.5 Support sustainable forestry practices and evaluate whether residuals and/or fire protection management practices can yield marketable bi-products or increased carbon sequestration.

¹⁹ California Center for Rural Policy at Humboldt State University. *A Community Food Assessment for Del Norte County and Tribal Lands, ver. 2.1.* 2019.

Goal 4: Invest in improving and maintaining a comprehensive transportation network that meets the needs of local industry, commuters and visitors.

Objectives/Actions:

- 4.1 Complete the Last Chance Grade project.
- 4.2 Evaluate and improve bridges and roadways along the US 101 and 199 corridors to ensure sustainable transportation, particularly for STAA trucks.
- 4.3 Seek funding to expand transit options in the County.
- 4.4 Promote and further expand commercial airline service to the County.
- 4.5 Implement Harbor District projects to improve harbor facilities and harbor protection improvements.

Goal 5: Enhance education, workforce training, housing and healthy lifestyle opportunities in the County to support existing residents and businesses as well as the workforce of the future.

Objectives/Actions:

- 5.1 Support expansion of Career Technical Education programs in the K-12 school system.
 - 5.1.1 Support efforts to recruit and retain qualified educators for grades K-12.
- 5.2 Attract or develop additional vocational education programs, focused on skills needed by local industry as well as future technology industries such as those in sustainable energy production or environmental and resource management.
 - 5.2.1 Continue to coordinate with the Del Norte Workforce Center to identify funding sources and opportunities to expand workforce training.
 - 5.2.2 Continue to coordinate with Redwood College to expand course offerings at its Del Norte Education Center to meet local employer and worker needs.
- 5.3 Outline a course of action to attract higher education institutions.
 - 5.3.1 Continue to engage with Humboldt State University to increase its presence in Del Norte County.
 - 5.3.2 As success occurs in diversifying the County economy (Goal 1), identify educational niches that can support unique economic sectors and market those opportunities to public and private technical trade schools.

5.4 Adopt a Health in All Policies approach to economic development and planning and especially invest in early childhood development programs to create a foundation for success for the County's young people.²⁰

5.4.1 Expand on efforts of the Building Health Communities Program to advance healthy lifestyle policies in the community.

5.5 Prepare market information that can help attract developers to build more workforce housing, as well as evaluating local zoning and permitting processes to remove barriers for all types of housing.

5.6 Develop strategies to utilize funding programs such as the Opportunity Zone and other state housing funds to increase housing production.

5.6.1 Establish programs that encourage redevelopment of existing housing and commercial infrastructure to improve housing opportunities and decrease blight.

5.7 Support governmental and non-profit organizations' efforts to address homelessness.

5.7.1 Support the creation and operation of a local non-profit organization which can serve as a receiver for disparate public, private and foundation funds to implement activities to reduce homelessness.

5.8 Continue disaster preparedness and mitigation efforts to ensure community resiliency and expedited economic recovery from impacts of natural and anthropogenic disasters.

Goal 6: Create a thriving small business environment which fosters entrepreneurship and innovation.

Objectives/Actions:

6.1 Support expansion of services offered by the North Coast Small Business Development Center to ensure that small businesses have access to essential business management counseling and technical assistance.

6.2 Foster the creation of an entrepreneurship networking system that assists local businesses to expand their horizons to the next level of market opportunity and business strength, leveraging resources such as the North Coast Recycling Market Development Zone.

6.3 Focus efforts on ways to improve the market attractiveness of Downtown Crescent City to create a thriving place for shopping and entertainment.

6.3.1 Consider implementing a facade improvement loan program.

²⁰ For program guidance, see http://www.phi.org/uploads/files/Health_in_All_Policies-A_Guide_for_State_and_Local_Governments.pdf

6.3.2 Evaluate the balance between commercial space and housing in the downtown and consider ways in which additional housing can boost market support for downtown merchants and increase evening traffic and entertainment in the commercial district.

6.4 Consider ways to prioritize support for local merchants.

6.4.1 Identify models such as Humboldt Made that can help to organize efforts in Del Norte County to promote buying local and marketing local products outside the County.

6.4.2 Consider location restrictions on national chain stores where local merchants already serve the Del Norte market area.

6.5 Promote the economic development successes of the region to support an atmosphere of progress and a culture of public/private partnership, including Tribal Leaders (DNATL).

CEDS PROJECTS

1. HARBOR DISTRICT

1.1 Replace the Seawall at Crescent City Harbor

The sea wall is critical infrastructure protecting the commercial fishing fleet that is an important component of Del Norte's economy. The project is estimated to cost \$3.2 million. The Harbor District expects to submit funding applications to FEMA and Cal OSHA for about \$2.4 million, leaving an \$800,000 funding gap.

1.2 Revitalize the Bayside RV Park and Redwood Village RV Park

The Bayside RV Park is currently a low-income residential area that would be converted into a visitor destination by improving the physical amenities, reducing the number of campsites to 30 and adding cabins, yurts and tent camping spaces. This project is estimated to cost \$6 million. The Harbor District has the support of Del Norte County and the State Coastal Commission to undertake this project consistent with the approved Master Plan.

1.3 Develop and Manage a Tsunami Evacuation Center

The Harbor District proposes to develop and manage a five-story multi-use facility that would function as an evacuation center the next time a tsunami hits Crescent City. The Harbor District has submitted a grant application to get the site shovel ready and estimates that the total project will cost between \$9 and \$10 million.

1.4 Implement the Harbor District Improvement Plan when adopted

The Harbor District is going through the Coastal Commission approval process for its Improvement Plan, which includes not only harbor facilities improvements but also plans for increased lodging and other businesses facilities. When approved, this plan will provide significant guidance for multiple economic development activities in the Harbor District.

2. TRANSPORTATION AND STORM WATER

2.1 Front Street Revitalization Project

Front Street is a priority project for the City of Crescent City as well as the region. This project will improve the functionality of Front Street from A Street to L Street for all transportation modes. The project has been stratified into seven components, including water infrastructure, storm drain, pedestrian improvements, bicycle improvements, transit improvements, B Street roundabout, and roadway reconstruction. All of these components combined will improve the quality of life for residents of Del Norte County as well as the attractiveness to tourists. This project is the catalyst to revitalizing the area.

2.2 Pebble Beach Drive Bike/Ped

Pebble Beach Drive is considered one of the most scenic roadways in Del Norte County and draws many tourists to the area. The City of Crescent City and the community have identified pedestrian and bicycle improvements that would improve access to this valuable resource. This project is also supported by the public as a high priority project in the recent Active Transportation Plan.

2.3 Sunset Circle

The Sunset Circle Multi-Use Trail project will create a shared-use path that completes an existing network of bicycle and pedestrian trails that parallel Highway 101 in Crescent City. The scope of work would include a class 1 shared-use path, paved with two (2) inches of asphalt, with two (2)-foot and three (3)-foot shoulders. Sunset Circle would be converted to a one-way road, proceeding from North to South. Signage would be installed at both intersections of Sunset Circle with US Highway 101.

2.4 Improved Bicycle Facilities

The Pacific Coast Bicycle Route (PCBR) is the most significant bike route in Del Norte County. The PCBR is approximately 1,830 miles following the west coast of US and Canada, extending from Vancouver, British Columbia to Imperial Beach at the California/Mexico Border. This route is designated as Class II and III and runs parallel to US 101 in Del Norte County, along Sarina Road, 1st Street, Fred Haight Drive, Lake Earl Drive, and Northcrest Drive. An alternative scenic route along Washington Boulevard and Pebble Beach Drive can

also be utilized. The PCBR is a significant asset to the region and supports recreational, economic and tourism success.

The 2015 Pacific Coast Bike Route Survey summarizes the findings of the survey of 535 PCBR bicyclists and its predominant needs. The survey found that the most common and highest-ranked issue bicyclists found on the PCBR was narrow roads in need of wider shoulders. Survey respondents also noted that the segment of US HWY 101 just south of Crescent City (between Hamilton Road and Wilson Creek) was one of three “problem areas” along the route, and the only problem area identified in Del Norte County. This segment was identified as difficult due to extremely narrow shoulders, aggressive and unfriendly drivers, high volumes of traffic, steep terrain and debris.

In addition to the PCBR, there are bicycle facilities present at all locations of the California Coastal Trail in Del Norte County. The majority of existing bicycle facilities in Del Norte County are designated Class III bikeways shared use with pedestrians and motor vehicle traffic. The American Community Survey 2013 reported that 39% of Del Norte residents and 54% of Crescent City residents have a travel time to work less than 10 minutes. Despite short travel times, biking remains an underutilized mode of travel in the County. Short commute times indicate that an improved bicycle network may encourage a mode shift from automobile to bicycle

2.5 Cross Culvert Repair, Replacement and Rehabilitation

Culverts are an essential part of the County maintained road system. When cross culverts are in poor condition, they can lead to flooding and damage of the road surface. Repair, replacement and rehabilitation of impaired culverts along County maintained roads will ensure the roads remain open.

2.6 Curb Ramp Upgrades in Urban Areas

Within the County’s urban areas (both City and unincorporated jurisdiction), curb ramps, gutters and sidewalks are typically a road requirement for development. As development occurs over time, the curb ramps are built to the standard in place at the time. The current standard is the 2010 ADA Standards for Accessible Design. Upgrading non-compliant curb ramps allows greater access to goods, services and housing for persons with disabilities.

2.7 Improvements to Stormwater Collection System

The Countywide Flood Control District manages a system of open ditches and underground pipe. Due to the rural development patterns, the majority of the stormwater collection system is comprised of open ditches. For safety reasons, undergrounding of pipe in specific areas is preferable to open ditches. A project would include installing pipe in prioritized areas to reduce risk of flooding and to improve road safety by providing additional shoulders

for pedestrians and cyclists. Safe roads are essential to the movement of people and goods.

2.8 Drainage and Road Infrastructure improvements to the Roosevelt Tract

The Roosevelt Tract (County portion) is bounded by E. Washington Boulevard to the north, E. Harding Avenue/Wilson Avenue to the south, Northcrest Drive to the west, and Burtschell Street to the east. The area is a mixture of commercial, residential and quasi-public development that has developed in a piecemeal manner. Drainage and road infrastructure improvements would help revitalize the area and encourage infill development.

2.9 Northcrest Drive Complete Streets Project – E. Harding Avenue to E. Washington Boulevard

Within the unincorporated Crescent City urban area, Northcrest Drive serves as a major collector between U.S. Highway 101 and Washington Boulevard (E & W). The County's jurisdiction spans along the east side of Northcrest Drive from E. Harding Avenue to E. Washington Boulevard. The road segment is developed with commercial uses along with some vacant or underutilized lands. Due to the slow paced development patterns, gaps in the sidewalk exist. A complete streets type project would add a full bike lane, complete sidewalk gaps and include an overlay of the entire road width and drainage improvements. The benefit to community from this project would be a safer and more versatile mode of transportation for pedestrian and cyclists to access critical services such as medical facilities and other goods and services located along Northcrest Drive and E. Washington Boulevard.

3. WASTEWATER PROJECTS

3.1 Rotating Biological Contactor (RBC) Replacement

The RBC is a critical secondary treatment process that was installed over 40 years ago at the wastewater treatment plant. This is a vital piece of equipment that is near the end of its useful service life and must be replaced as soon as possible.

3.2 Membrane Bio Reactor (MBR) Membrane Replacement and Upgrade

Existing membranes are at the end of their useful life and need replacement. The MBR is a critical tertiary treatment process that is a critical part of the wastewater treatment facility being able to meet water quality requirements

3.3 Digester Optimization

Implement process upgrades and operate digesters in series, or in parallel as needed, to achieve greater volatile solids reduction, and increase capacity. Optimization is expected to increase gas production, recovery, and reduce the volume of solids to the dewatering system.

3.4 Solar Energy Project

Purchase and install a Photovoltaic (PV) solar panel system to provide sufficient power to sell excess generation in daytime to the power utility. The goal will be to use revenue from daily surplus energy to offset off peak power costs.

3.5 Septage Receiving

Install a septage receiving station to receive septage waste, FOG and selected higher strength Industrial Waste Liquids. This system will require submittal of a Septage Management Plan (SMP) under NPDES No. CA0022756. A goal of septage receiving is to increase potential customer base with the acceptance of various inflow waste streams that are currently sent offsite to other wastewater treatment facilities. The plant currently has adequate capacity for treatment of this additional waste. To maximize financial benefit and ensure plant regulatory performance is not impacted, the system will capture the waste streams in an equalization tank and provide options for entry points into plant treatment systems. For example, septage waste would go directly to the digester as a trickle feed and a specialized industrial waste stream, such as micro-brewery liquid waste, could go directly into the Membrane Bio Reactor (MBR).

3.6 Dewatering Belt Press

Install a newer technology belt press that will achieve a 25% solid sludge cake. The existing press can only produce approximately 16% solids. The proposed new press will provide redundancy for a very old piece of critical equipment and also provide the benefit of lower sludge hauling costs.

3.7 Sewer Main Extension Projects

Construct a sewer main extension to facilitate connection of additional residential, commercial, and multifamily customers. Project assumes connection fees will be covered by individual grant projects to connect any DAC facilities. Project also assumes some additional sewer connections will result from new construction adjacent to the sewer main extension locations.

3.8 Supplemental Odor Control

The gravity thickener and digester currently have no installed odor control equipment. As plant loading increases, and with the addition of septage receiving, odor issues can be expected to increase. This project will add equipment to mitigate future and existing odor issues. As the WWTP is located in a key scenic location and is also close to ocean front residences, odor control is important to the community.

3.10 SCADA System for the County Service Area No. 1's Sanitary Sewer Lift Stations and City Lift Stations

The County Service Area No. 1 has 15 sanitary sewer lift stations within the unincorporated Crescent City urban area, while the City has six lift stations. A SCADA system²¹ is used to collect data, monitor real time status, send alarm notifications, and remotely control lift station operations. The sanitary sewer lift stations serve commercial, industrial and residential development.

3.11 Secondary Power Sources at the County Service Area No. 1's Sanitary Sewer Lift Stations

The County Service Area No. 1 currently does not have a secondary power source at each of the 15 sanitary sewer lift stations. A secondary power source is essential when the primary power source (i.e. electricity) is unavailable. A long term power outage affecting multiple sewer lift stations would result in sanitary sewer overflows as there are currently not sufficient vector truck services or generators available to serve the Del Norte County region. A secondary power source would ensure that sewer collection systems would continue to function properly. Three of the CSA's four portable generators have failed.

3.12 Rehabilitation of Pressure Sewer Outfall Manholes

Inspections of the County Service Area No. 1's wastewater collection system have found that various pressure sewer outfall manholes are exhibiting signs of age and require repair or remediation. A prioritized list for rehabilitation would be prepared following a system wide assessment. All pressure sewer outfall manholes would at a minimum be cleaned and given a non-toxic chemical treatment for the waterproofing and protection of concrete. The benefit to the community from having stable manholes is the preservation of the road system from sink holes and reducing the potential for sanitary sewer overflows.

3.13 Reduction of Inflow and Infiltration into Sewer Collection System

Identify locations within the wastewater collection system where infiltration and inflow are occurring and take measures to prevent further discharges. Excessive infiltration and inflow of stormwater or other illicit discharges add to the operating cost and efficiency of the wastewater collection system affecting users of the system. Rehabilitation to the system will lower cost and increase the effectiveness of the wastewater treatment plant when receiving wastewater.

²¹ SCADA is an acronym for supervisory control and data acquisition, a computer system for gathering and analyzing real time data.

3.14 Secondary Power Supplies for City Lift Stations

The City currently owns and operates three critical sewer lift stations (Tetrapod, Harbor, & Cronk) that do not have emergency backup power. During the event of a power outages these facilities must have portable emergency generators transported to them to avoid a large sanitary sewer overflow and an environmental hazard. This process commits valuable staff and equipment resources during an emergency situation. This could be eliminated with the installation of permanent generators at each site. This project would include the installation of a new 45KW Generator, Right of Way acquisition, new automatic transfer switch, and enclosure at each of the three sites.

3.15 Extension of Public Sewer within the Crescent City Urban Boundary

Within the unincorporated portion of the Crescent City Urban Boundary not all land is currently served by public sewer, particularly segments of Northcrest Drive, Washington Boulevard Extension, and Parkway Drive. Extension of utilities would provide additional housing, commercial and manufacturing opportunities within the Crescent City urban area. The availability of public utilities would allow currently underutilized or vacant land to intensify potential uses.

4. WATER SYSTEM

4.1 Pump, Motor, & VFD Replacement at Ranney Collector

The City owns and operates the Public Water System which serves approximately 18,000 citizens including the City of Crescent City and adjacent unincorporated area. The Ranney Collector is the only water source for the community. Replacement of the source pumps, motors, and VFD's to match the system demands is critical to reliable and efficient operations.

4.2 Water Storage Reservoirs Rehabilitation – Washington and Amador Tanks

The two storage reservoirs that serve their community, namely the Washington Reservoir and Amador Reservoir exist in a corrosive salt-water ocean environment. There have been two independent evaluations on each reservoir: 1) in April 2013 by Pittsburg Tank & Tower Maintenance Co., Inc. (Pittsburg); and 2) in August 2016 by CSI Services, Inc. (CSI). Each company provided detailed evaluation reports with pictures and recommendations. Both evaluations concur that both tanks need rehabilitation and repairs as well as the need for multiple safety upgrades.

4.3 Kings Valley Transmission Main (KVM)

The original 14-inch cast iron transmission main was constructed in 1958 and is currently one of the City's most significant vulnerabilities. The pipe runs from the Smith River water source to the Elevated Tank, then reduces to a 12- and 10-inch pipe as the transmission

main approaches and enters the City. From two past projects instigated by the State Prison and the City, the original 14-inch cast iron main has since been paralleled by an 18-inch and a 24-inch pipe respectively for purposes of increasing security and redundancy. However, there exists a gap of approximately 7,600-feet that does not have a parallel redundant pipe. Redundancy is especially important given Crescent City's high seismic activity. Not only is the 14-inch pipe old, but it is cast iron, which is not as strong and resistant to seismic loads as other materials, such as ductile iron pipe. If during a seismic event, or simply due to age, the existing cast iron pipe was to rupture, the water customers, hospital, and other emergency services would be severely impacted as this transmission main is the only source of water to the City. A proposed improvement project will consist of designing and constructing approximately 7,600-feet of 24-inch Water Transmission Main, connecting the 18-inch State Prison main to the 24-inch City main at the Elevated Tank.

4.4 Automated Meter Replacement & Reading System

The City has approximately 4,600 aging meters in place. The average age of these meters is over 40 years. Monthly manual meter reading is required, there is no telemetry system associated with the service meters. There are substantial labor costs associated with manual reading in addition to the costs of undetected leaks and slow identification of leaks due to the infrequent monthly usage collection.

4.5 Chlorination Building Generator Replacement

The City owns and operates the Public Water System which serves approximately 18,000 citizens including the City of Crescent City and adjacent unincorporated area. The Chlorination facility and associated chemical pumps injects sodium hypochlorite (chlorine) into the water and is a vital for the delivery of safe drinking water to the community. Currently the facility has an antiquated backup generator system that was installed over 50 years ago and now with the added threat of PSPS is in need of replacement immediately as it is not reliable. This project would include the removal of the existing generator and installation of a new 45KW Generator and new automatic transfer switch.

4.6 Extension of Public Water within the Crescent City Urban Boundary

Within the unincorporated portion of the Crescent City Urban Boundary not all land is currently served by a public water system, particularly segments of Northcrest Drive, Washington Boulevard Extension, and Parkway Drive. Extension of utilities would provide additional housing, commercial and manufacturing opportunities within the Crescent City urban area. The availability of public utilities would allow currently underutilized or vacant land to intensify potential uses.

5. MUNICIPAL AND COUNTY FACILITIES

5.1 Energy Efficiency Study and Facility Upgrade

Complete an Energy Efficiency assessment of all City Facilities to make recommendations of viable projects that will have return on investment. The goal of the project would be to reduce the City energy resource needs and utilize those funds to address other projects and needs of the City. Projects could include Photovoltaic (PV) solar panel system or wind turbines, lighting retrofits, and HVAC systems upgrades.

5.2 New Downtown City Hall

In 2017 the City purchased a vacant building located in the heart of the downtown (2nd & H Street). This project would be to renovate this building to serve as a new City Hall. The renovated City Hall would increase City and customer efficiencies by providing a central location for utility payments as well as development services. The building would be fully ADA compliant and serve as a civic anchor in the downtown.

5.3 Police Department Relocation

Relocate the Crescent City Police out of the Tsunami inundation zone as required by the 2019 Building Codes and upgrade the facility to meet the requirements of the department and needs of the community.

5.4 Parks and Recreation

- **Beachfront Park Revitalization**

Crescent City has launched an effort to revitalize Beachfront Park by scheduling regular music events and other civic activities that will attract residents and visitors to this large, strategically located public park. The park has acres of lawns, a playground, picnic tables, an indoor community swimming pool and a small cultural center. During community outreach to update the Park Master Plan, community members identified a new amphitheater where the music and civic events could be hosted as the park's missing piece of infrastructure. Additional infrastructure that was recommended for community wellness and increased tourism were a Bike Park, improved exercise paths and upgrades to Kids Town Play Area. The City estimates the amphitheater, additional recreation facilities, landscaping and design improvements would cost \$3.5 million. This investment would increase the overall wellness of the existing community, increase tourism and increase employment possibilities.

- **Fred Endert Municipal Pool**

This facility is currently the only indoor aquatic recreation site for both Del Norte and Curry County for over 50 years and provides immense value by offering recreation, fitness, instructional and competitive aquatic opportunities. In the 2019 Pool Master Plan it was identified that the pool is due for significant upgrades and repairs in order to meet the needs of the existing community and its visitors. Pools are expensive facilities to run and maintain which has resulted neighboring communities closing their pools. It has been reported to the city that people have left said communities and moved to the area because of its year round aquatic recreation.

- **Shoreline RV Park**

Shoreline RV Park is in a prime location to become a visitor destination due to its location on the water and proximity to downtown, Beachfront Park, Visitor Center and Fred Endert Municipal Pool. Shoreline RV Park completed a Phase One of upgrades in 2015 with a small EDA grant that facilitated a new park layout and full hookup RV pedestals. This initial renovation was not able to address essential physical issues including drainage, paving, safety and fencing, or necessary upgrades to the existing facilities including the bathhouses, laundry and office areas. These renovations, including installing a clubhouse, would make it possible for Shoreline RV Park to become a true RV Resort increasing the recreation experience and number of visitors to the area seeking a higher quality experience.

- **Community Events**

The newly formed Recreation Department will seek to create more community events in both Beachfront Park and the City at large in order to enhance the art and cultural experience for current residents, to retain future residents, and improve and lengthen the duration of stay for visitors to the area.

- **Incorporate tribal cultural awareness and experiences throughout the community**

Native Americans account for the third highest race demographic for the county and currently there is not a cultural center to support education of the history or culture of indigenous people of the area in the City. This effort would increase education and cultural awareness for the community and visitors.

5.5 Old Mill Site Revitalization

A strategically located 6.5 acre mill site near downtown Crescent City is available to be redeveloped for commercial and residential uses. The site is within the Opportunity Zone that will allow private investors to defer capital gains taxes.

5.6 Remodel or Replace County Jail

It has been determined that the existing County jail is inadequate to address existing and future needs. It may also be subject to flood or tsunami hazard based on more recent analyses.

5.7 Replace Animal Control Facility/ Shelter

Similar to the County Jail, this facility does not meet anticipated future needs.

6. COUNTY PARKS AND RECREATION

6.1 Revitalization and Development of Parks and Recreational Infrastructure

The County of Del Norte seeks to provide multigenerational recreational facilities for persons of all abilities both mentally and physically. This includes the development of new facilities and renovation of existing facilities that will meet or exceed the Americans with Disabilities Act to seamlessly be used by all residents within Del Norte County and to not cause separation of users based on abilities or programming needs. The Del Norte County Recreation Gymnasium is an identified project.

6.2 Tourism Based Parks and Recreation Repair, Replacement and Rehabilitation

The County Parks system is utilized heavily for recreational and tourism based activities for residence and external visitors alike. The development and update of dilapidated essential park infrastructure is critical due to the increased utilization of these facilities for health and wellness benefits. The repair, replacement, and rehabilitation of ADA compliant trail system, sewage disposal systems, potable water, roadways, electrical system, refuge storage and restroom facilities with showers are necessary to accommodate park goers needs. The enhancement of additional parks amenities will continue to attract future park goers.

PERFORMANCE MEASURES

It is important to regularly evaluate progress toward meeting the CEDS goals. EDA requires the County to submit an annual update of the CEDS, which will update the performance measures and any applicable implementation activities or projects. The following are performance measures for each goal that will be monitored in the annual CEDS updates.

Goal 1: Diversify the regional economy to include technology-based firms, light manufacturing and health care enterprises that provide living wages to local workers.

- Number of jobs created in the target industry sectors (data source: Annual EDD jobs by industry reports)
- Number of jobs that meet the criteria for living wages in Del Norte County (data source: Living Wage Calculator, developed by the Massachusetts Institute of Technology (2018) (<http://livingwage.mit.edu/counties/06097>) and EDD wages by occupation in Del Norte County)

Goal 2: Promote successful tourism industry expansion

- Trends in Transient Occupancy Tax (TOT) Revenues (data source: City and county TOT records)

Goal 3: Support expansion of sustainable agricultural, forestry and fishery products.

- Trends in crop mix and jobs in value-added food products (Data sources: Agricultural Commissioner's reports, EDD jobs by industry data)
- Value of fish landings and jobs in processed seafood products (Data sources: National Marine Fisheries Service, National Ocean Economics Program, EDD jobs by industry data)
- Value of annual timber harvest (Data source: State Board of Equalization, Timber Tax Division)

Goal 4: Invest in improving and maintaining a comprehensive transportation network that meets the needs of local industry, commuters and visitors.

- Annual dollars spent on road development and maintenance (data sources: City and County CIPs, Transportation Commission expenditure reports)
- Transit ridership trends (Data source: Redwood Coast Transit Authority)

Goal 5: Enhance education, workforce training, housing and healthy lifestyle opportunities in the County to support the workforce of the future.

- Student enrollments in workforce training programs (Data source: Del Norte Training Center)
- Changes in course offerings in career technical education and workforce training programs (Data source: Del Norte Training Center)
- Housing units produced (Data source: City and County Planning Depts.)

Goal 6: Create a thriving small business environment which fosters entrepreneurship and innovation.

- Number of new businesses formed and net growth in businesses per year (Data sources: City business license data, County Recorder Fictitious Business Name Report)
- Number of Del Norte County business referrals to North Coast SBDC (Data source: North Coast SBDC)
- Additions of business counseling resources and participation rates. (Data source: North Coast SBDC)

APPENDIX A: Data Tables

EMPLOYMENT AND INDUSTRIES

EMPLOYMENT BY INDUSTRY

Table A-1: Del Norte County Employment by Industry, 2016-2019

NAICS Code	Industry Sectors	2016	2017	2018	2019	Percent of total 2019
	Total	8,151	8,105	8,219	8,316	100.0%
11	Agriculture, Fishing, Forestry	330	341	351	350	4.2%
21	Mining	0	0	0	0	0.0%
22	Utilities	18	24	24	26	0.3%
23	Construction	139	156	171	178	2.1%
31-33	Manufacturing	87	132	135	143	1.7%
42	Wholesale Trade	22	26	24	24	0.3%
44-45	Retail Trade	929	902	897	909	10.9%
48	Transportation	50	49	39	40	0.5%
49	Warehousing	41	43	41	40	0.5%
51	Information	85	76	66	67	0.8%
52	Finance & Insurance	74	71	79	80	1.0%
53	Real Estate Rental & Leasing	97	100	91	93	1.1%
54	Profess, Scientific, Technical Serv.	137	142	119	121	1.5%
55	Management of Companies	16	13	17	18	0.2%
561	Administration & Support	27	36	30	31	0.4%
562	Waste Management	49	38	28	26	0.3%
61	Educational Services	768	756	767	773	9.3%
62	Health Care and Social Assistance	1,353	1,428	1,485	1,541	18.5%
71	Arts, Entertainment, Rec.	49	67	65	71	0.9%
721	Accommodations	241	305	303	319	3.8%
722	Food services	507	504	536	537	6.5%
81	Other services	78	92	97	97	1.2%
91	Public Admin, federal, state & local govt offices	115	110	109	108	1.3%
92	Public Admin, courts and prisons	1,606	1,468	1,490	1,465	17.6%
93	Public Admin, housing, health, environment	1,315	1,205	1,233	1,235	14.9%
99	Nonclassified firms	17	23	22	25	0.3%

Source: EMSI

Table A-2: Crescent City Employment, 2016-2019

NAICS Code	Industry Sectors	2016	2017	2018	2019	Percent of total 2019
11	Agriculture, Fishing, Forestry	4	7	7	7	0.1%
21	Mining	0	0	0	0	0.0%
22	Utilities	10	10	10	10	0.2%
23	Construction	27	34	41	47	1.0%
31-33	Manufacturing	38	71	74	80	1.6%
42	Wholesale Trade	21	9	8	7	0.1%
44-45	Retail Trade	451	454	470	495	10.2%
48	Transportation	16	23	18	18	0.4%
49	Warehousing	13	20	19	18	0.4%
51	Information	56	42	36	37	0.8%
52	Finance & Insurance	64	60	67	67	1.4%
53	Profess, Scientific, Technical Serv.	36	33	30	31	0.6%
54	Management of Companies	71	74	62	63	1.3%
55	Administration & Support	0	0	0	0	0.0%
561	Waste Management	0	3	2	3	0.1%
562	Educational Services	1	3	2	2	0.0%
61	Health Care and Social Assistance	594	610	619	624	12.8%
62	Arts, Entertainment, Rec.	346	406	422	438	9.0%
71	Accommodations	12	10	9	9	0.2%
721	Food services	119	162	173	196	4.0%
722	Other services	250	267	305	329	6.8%
81	Public Admin, federal, state & local govt offices	46	51	52	49	1.0%
91	Public Admin, courts and prisons	84	80	78	76	1.6%
92	Public Admin, housing, health, environment	1,533	1,379	1,400	1,377	28.3%
93	Profess, Scientific, Technical Serv.	965	872	880	870	17.9%
99	Nonclassified firms	10	13	12	13	0.3%
	Total	4,767	4,693	4,796	4,866	100.0%

Source: ADE, Inc, based on EMSI County data and comparison of City and County data in Longitudinal Employer-Household Dynamics (OnTheMap).

Table A-3: Major Employers in Del Norte County

Company Name	Location City	Primary NAICS Code	Primary NAICS Description
Addie Meedom House	Crescent City	62311001	Nursing Care Facilities
Alexandre Dairy	Crescent City	11212002	Dairy Cattle & Milk Production
Apple Peddler	Crescent City	72251117	Full-Service Restaurants
Bar-O-Boys Ranch	Gasquet	11299013	All Other Animal Production
Battery Point Lighthouse	Crescent City	71219024	Nature Parks & Other Similar Institutions
Bess Maxwell Elementary School	Crescent City	61111007	Elementary & Secondary Schools
Best Western Plus-Northwoods	Crescent City	72111002	Hotels (Except Casino Hotels) & Motels
Burger King	Crescent City	72251301	Limited-Service Restaurants
C Renner Petroleum	Crescent City	42472014	Other Petroleum Merchant Wholesale
Cal-Ore Life Flight	Crescent City	62191001	Ambulance Services
Castle Rock Charter School	Crescent City	61111007	Elementary & Secondary Schools
Chart Room Restaurant	Crescent City	72251117	Full-Service Restaurants
College Of The Redwoods	Crescent City	61121002	Junior Colleges
Community Assistance Network	Crescent City	62421001	Community Food Services
Conservation Corp	Klamath	92112008	Government Offices-State
Crescent Ace Hardware	Crescent City	44413005	Hardware Stores
Crescent City Finance Dept	Crescent City	92112006	Government Offices-City/Village & Twp
Crescent Elk Elementary School	Crescent City	61111007	Elementary & Secondary Schools
Crescent Elk Middle School	Crescent City	61111007	Elementary & Secondary Schools
Dahlstrom & Watt Bulb Farms	Smith River	42493011	Flower, Nursery Stock/Florists Supls Mrchnt Whlsrs
Davis Richard Co	Gasquet	54137002	Surveying & Mapping (Except Geophysical) Services
Del Norte Ambulance Inc	Crescent City	62191002	Ambulance Services
Del Norte Assn For Dvlpmntl	Crescent City	81391002	Business Associations
Del Norte Child Protection Svc	Crescent City	92112007	Government Offices-County
Del Norte Cmnty Sch-Special	Crescent City	56111011	Office Administrative Services
Del Norte Community Devmnt	Crescent City	92512002	Admin-Urban Planning & Community & Rural Devmnt
Del Norte County Health Dept	Crescent City	92112007	Government Offices-County
Del Norte County High School	Crescent City	61111007	Elementary & Secondary Schools
Del Norte County Mental Health	Crescent City	92112007	Government Offices-County
Del Norte County Unified Sch	Crescent City	61111018	Elementary & Secondary Schools
Del Norte Probation Dept	Crescent City	92112007	Government Offices-County
Del Norte Sheriff's Office	Crescent City	92112007	Government Offices-County
Del Norte Triplicate	Crescent City	45121202	News Dealers & Newsstands
Del Norte Workforce Ctr	Crescent City	62419012	Other Individual & Family Services
Denny's	Crescent City	72251117	Full-Service Restaurants
Elk Valley Casino	Crescent City	71321001	Casinos
Elk Valley Rancheria	Crescent City	81391002	Business Associations
First Transit Inc	Crescent City	48551002	Charter Bus Industry
Forest Café	Klamath	72251117	Full-Service Restaurants
Foursquare Gospel Church	Crescent City	81311008	Religious Organizations
G H Outreach	Crescent City	81331103	Human Rights Organizations
Good Harvest Cafe	Crescent City	72251117	Full-Service Restaurants
Grocery Outlet	Crescent City	44511003	Supermarkets/Other Grocery (Excl Convenience) Strs
Hambro Forest Products	Crescent City	44411001	Home Centers
Hampton Inn & Suites	Crescent City	72111002	Hotels (Except Casino Hotels) & Motels
Harbor View Grotto	Crescent City	72251117	Full-Service Restaurants
Highway Patrol	Crescent City	92112008	Government Offices-State
Holiday Inn Express	Klamath	72111002	Hotels (Except Casino Hotels) & Motels
Holt Transportation Inc	Crescent City	48411015	General Freight Trucking, Local
Home Depot	Crescent City	44411002	Home Centers
Jack In The Box	Crescent City	72251301	Limited-Service Restaurants
Joe Hamilton Elementary	Crescent City	61111007	Elementary & Secondary Schools

Company Name	Location City	Primary NAICS Code	Primary NAICS Description
KAMP Klamath	Klamath	72121101	RV (Recreational Vehicle) Parks & Campgrounds
Lucky 7 Casino & Hotel	Smith River	71321001	Casinos
Margaret Keating Elementary	Klamath	61111007	Elementary & Secondary Schools
Mark Wall Assoc	Crescent City	48851011	Freight Transportation Arrangement
Mary Peacock Elementary School	Crescent City	61111007	Elementary & Secondary Schools
Mc Donald's	Crescent City	72251301	Limited-Service Restaurants
New Dawn	Crescent City	54199009	All Other Professional, Scientific/Technical Svcs
Ocean World	Crescent City	71219001	Nature Parks & Other Similar Institutions
Oceanfront Lodge	Crescent City	72119909	All Other Traveler Accommodation
Open Door Community Health Ctr	Crescent City	62149301	Freestanding Ambulatory Surgical & Emergency Ctrs
Pacific Vision Medical Ctr	Crescent City	62111107	Offices Of Physicians (Excl Mental Health Specs)
Pelican Bay State Prison	Crescent City	56121002	Facilities Support Services
Pine Grove Elementary School	Crescent City	61111007	Elementary & Secondary Schools
Pizza Hut	Crescent City	72251117	Full-Service Restaurants
Port O'Pints	Crescent City	31212002	Breweries
Redwood Elementary School	Crescent City	61111007	Elementary & Secondary Schools
Remi Vista Inc	Crescent City	62221001	Psychiatric & Substance Abuse Hospitals
Reservation Ranch	Smith River	11299013	All Other Animal Production
Rumiano Cheese Co	Crescent City	44529902	All Other Specialty Food Stores
Safeway	Crescent City	44511003	Supermarkets/Other Grocery (Excl Convenience) Strs
Scientific Games	Crescent City	45112020	Hobby, Toy & Game Stores
Seaquake Brewing	Crescent City	31212002	Breweries
Senior Center-Del Norte	Crescent City	44619103	Food (Health) Supplement Stores
Smith River Elementary School	Smith River	61111007	Elementary & Secondary Schools
Starbucks	Crescent City	72251505	Snack & Nonalcoholic Beverage Bars
Sutter Coast Hospital	Crescent City	62211002	General Medical & Surgical Hospitals
Taco Bell	Crescent City	72251301	Limited-Service Restaurants
Tolowa Dee-Ni Nation	Smith River	71321001	Casinos
Trees of Mystery	Klamath	71219001	Visitor Attraction
United Lily Growers	Smith River	11511606	Farming Service
UPS Customer Ctr	Crescent City	54186007	Direct Mail Advertising
US Forestry Dept	Gasquet	92112009	Government Offices-US
US Post Office	Crescent City	49111001	Postal Service
Walgreens	Crescent City	44611009	Pharmacies & Drug Stores
Walmart Supercenter	Crescent City	45221001	Department Stores
Yurok Tribe	Klamath	92119004	Government Offices-Native American

Source: InfoUSA.

SOCIOECONOMIC CHARACTERISTICS

POPULATION

Table A-4: Del Norte Population Trends 2001-2030

Year	Total Employment	Total Population	
		US Census	CA Dept of Finance
2001	7,580	27,388	
2002	7,457	27,552	
2003	7,772	27,816	
2004	8,071	28,228	
2005	8,255	28,625	
2006	8,354	28,614	
2007	8,437	28,885	
2008	8,591	29,031	
2009	8,345	29,204	
2010	8,045	28,566	28,391
2011	7,980	28,447	28,223
2012	7,807	28,203	28,015
2013	7,886	27,830	27,599
2014	7,774	27,206	27,250
2015	7,923	27,253	27,125
2016	8,151	27,450	26,992
2017	8,105	27,470	26,811
2018	8,219		27,275
2019	8,316		27,302
2020	8,395	27,202	27,327
2021	8,463		27,359
2022	8,521		27,400
2023	8,556		27,442
2024	8,608		27,487
2025	8,655	27,467	27,541
2026	8,697		27,587
2027	8,735		27,670
2028	8,769		27,703
2029			27,767
2030		27,775	27,829

Table A-5: Housing Trends in Crescent City and Del Norte County, 2010-2019

Year	Total	Household	Group Quarters	Total	Single Detached	Single Attached	2-4	5+	Mobile Homes	Occupied	Vacancy Rate	Household Size
2010 County Total	28,610	24,792	3,818	11,186	6,795	273	805	803	2,510	9,907	11.4%	2.50
Crescent City	7,643	4,063	3,580	1,906	918	92	362	476	58	1,707	10.4%	2.38
Balance Of County	20,967	20,729	238	9,280	5,877	181	443	327	2,452	8,200	11.6%	2.53
2011 County Total	28,419	24,737	3,682	11,212	6,808	273	805	803	2,523	9,922	11.5%	2.49
Crescent City	7,476	4,033	3,443	1,906	918	92	362	476	58	1,701	10.8%	2.37
Balance Of County	20,943	20,704	239	9,306	5,890	181	443	327	2,465	8,221	11.7%	2.52
2012 County Total	28,305	24,687	3,618	11,227	6,823	273	805	803	2,523	9,916	11.7%	2.49
Crescent City	7,372	3,994	3,378	1,906	918	92	362	476	58	1,687	11.5%	2.37
Balance Of County	20,933	20,693	240	9,321	5,905	181	443	327	2,465	8,229	11.7%	2.52
2013 County Total	27,869	24,471	3,398	11,250	6,827	273	823	803	2,524	9,886	12.1%	2.48
Crescent City	7,055	3,878	3,177	1,904	918	92	360	476	58	1,648	13.4%	2.35
Balance Of County	20,814	20,593	221	9,346	5,909	181	463	327	2,466	8,238	11.9%	2.50
2014 County Total	27,405	24,303	3,102	11,257	6,838	273	823	803	2,520	9,929	11.8%	2.45
Crescent City	6,762	3,898	2,864	1,904	918	92	360	476	58	1,675	12.0%	2.33
Balance Of County	20,643	20,405	238	9,353	5,920	181	463	327	2,462	8,254	11.8%	2.47
2015 County Total	27,021	23,950	3,071	11,262	6,844	273	823	797	2,525	9,951	11.6%	2.41
Crescent City	6,695	3,851	2,844	1,898	918	92	360	470	58	1,683	11.3%	2.29
Balance Of County	20,326	20,099	227	9,364	5,926	181	463	327	2,467	8,268	11.7%	2.43
2016 County Total	27,033	24,169	2,864	11,268	6,847	273	823	797	2,528	9,945	11.7%	2.43
Crescent City	6,542	3,888	2,654	1,898	918	92	360	470	58	1,683	11.3%	2.31
Balance Of County	20,491	20,281	210	9,370	5,929	181	463	327	2,470	8,262	11.8%	2.46
2017 County Total	27,102	24,521	2,581	11,306	6,879	273	823	797	2,534	10,067	11.0%	2.44
Crescent City	6,415	4,049	2,366	1,898	918	92	360	470	58	1,748	7.9%	2.32
Balance Of County	20,687	20,472	215	9,408	5,961	181	463	327	2,476	8,319	11.6%	2.46
2018 County Total	27,192	24,182	3,010	11,322	6,889	273	823	797	2,540	10,111	10.7%	2.39
Crescent City	6,821	4,026	2,795	1,898	918	92	360	470	58	1,770	6.7%	2.28
Balance Of County	20,371	20,156	215	9,424	5,971	181	463	327	2,482	8,341	11.5%	2.42
2019 County Total	27,401	24,417	2,984	11,352	6,906	271	825	797	2,553	10,138	10.7%	2.41
Crescent City	6,828	4,062	2,766	1,902	920	92	362	470	58	1,774	6.7%	2.29
Balance Of County	20,573	20,355	218	9,450	5,986	179	463	327	2,495	8,364	11.5%	2.43
2010-2019 Change												
County Total	-1,209	-375	-834	166	111	-2	20	-6	43	231	-0.7%	-0.09
Crescent City	-815	-1	-814	-4	2	0	0	-6	0	67	-3.7%	-0.09
Balance Of County	-394	-374	-20	170	109	-2	20	0	43	164	-0.1%	-0.09

Source: California Department of Finance E-5 Report, January 2019.

Table A-6: Occupied and Vacant Units, 2019

Jurisdiction	Total Units	Single Detached	Single Attached	Two to Four	Five Plus	Mobile Homes, etc.
California	14,235,093	7,868,812	995,652	1,239,421	3,606,337	524,871
Del Norte County	11,352	7,133	394	975	528	2,322
Crescent City	1,902	891	91	531	313	77
Owned-Occupied						
California	6,372,819	5,260,041	444,944	118,377	251,547	297,910
Del Norte County	6,146	4,513	41	43	0	1,549
Crescent City	570	458	0	34	0	77
Renter-Occupied						
California	6,712,217	1,998,511	477,593	1,018,093	3,069,157	148,863
Del Norte County	3,992	1,739	353	835	510	555
Crescent City	1,204	369	91	443	301	0
Vacant						
California	1,150,057	610,260	73,115	102,951	285,633	78,098
Del Norte County	1,214	881	0	97	18	217
Crescent City	128	63	0	53	12	0

Source: ADE, Inc., based on Calif. DOF E-5 and US Census ACS 5-Year 2013-2017 Sample (Tables B25024 and B25032)

WORKFORCE, UNEMPLOYMENT AND WAGE LEVELS

Table A-7: Workforce, Employed and Unemployed 2010-2019

Year	Del Norte County			Crescent City		
	Labor Force	Employed	Unemployed	Labor Force	Employed	Unemployed
2019	9,715	9,133	582	1,497	1,413	83
2018	9,963	9,413	550	1,537	1,457	80
2017	9,780	9,150	630	1,498	1,408	91
2016	9,790	9,050	740	1,495	1,422	73
2015	9,880	9,030	850	1,620	1,423	198
2014	9,950	8,950	1,000	1,651	1,412	239
2013	10,330	9,110	1,220	1,790	1,488	303
2012	10,500	9,080	1,420	1,864	1,508	357
2011	10,900	9,450	1,450	1,946	1,581	365
2010	10,930	9,490	1,440	1,966	1,598	368

Source: California Employment Development Department, Labor Market Information Division

Table A-8: Estimated Living Wages for Del Norte County

Family Size	Hourly Rate	Annual Salary
1 Adult		
0 Children	\$11.70	\$24,336
1 Child	\$25.21	\$52,437
2 Children	\$31.00	\$64,480
3 Children	\$40.11	\$83,429
2 Adults (1 Working)		
0 Children	\$18.81	\$39,125
1 Child	\$22.85	\$47,528
2 Children	\$25.66	\$53,373
3 Children	\$39.49	\$82,139
2 Adults (Both Working)		
0 Children	\$9.40	\$19,552
1 Child	\$13.88	\$28,870
2 Children	\$16.98	\$35,318
3 Children	\$20.58	\$42,806

Source: Massachusetts Institute of Technology. Living Wage Calculator for Counties. <http://livingwage.mit.edu/counties/06015>

Table A-9 Average Annual Salaries by Occupational Sector, Del Norte County

Occupational Area	Annual Salary
Management	\$118,662
Business & Financial Operations	\$76,053
Computer & Mathematical	\$103,365
Architecture & Engineering	\$97,234
Life, Physical & Social Science	\$77,853
Community & Social Service	\$50,777
Legal	\$106,421
Education, Training & Library	\$56,024
Arts, Design, Entertainment, Sports & Media	\$59,974
Healthcare Practitioners & Technical	\$87,749
Healthcare Support	\$34,987
Protective Service	\$48,607
Food Preparation & Serving Related	\$25,234
Building & Grounds Cleaning & Maintenance	\$30,111
Personal Care & Service	\$25,029
Sales & Related	\$30,872
Office & Administrative Support	\$39,328
Farming, Fishing & Forestry	\$24,627
Construction & Extraction	\$54,975
Installation, Maintenance & Repair	\$50,366
Production	\$32,816
Transportation & Material Moving	\$32,127

Source: Massachusetts Institute of Technology. Living Wage Calculator for Counties.

<http://livingwage.mit.edu/counties/06015>

APPENDIX B: SURVEY RESULTS

Summary of Survey Responses

- The survey has 35 responses.
- Businesses are primarily located in Crescent City (79%) and been at their location for over 5 years (70%)
- Over half of the respondents are service businesses.
- The customer base is primarily located in Del Norte County (62%), while just under half (44%) of the supplier purchases are made in Del Norte County.
- The most frequently cited reasons for locating in Del Norte County are residency, quality of life, and locational attributes.
- About 35% of respondents indicated that their industry is in a growth period, while 57% indicated that their industry is stable. For individual businesses, just under half of respondents said that their business sales are in a growth period, while 26% said their business sales have seen minimal change and 13% each noted either declining or fluctuating sales trends.
- Overall, about 21% of sales come from business-to-business transactions, and about 18% of sales come from the Internet.
- About 68% of respondents indicated that there is room for expansion at their location.
- About 73% of respondents made recent equipment or capital improvement investments, and 86% of respondents plan to make these investments in the next 3 years.
- Just over half of respondents are considering expansion. About 17% of respondents are considering downsizing or relocation.
- The most commonly cited reasons for considering expansion, downsizing, or relocation are new products/services and change in demand for products/services
- Among businesses that have considered relocation, most of them looked at Oregon as a location.
- Businesses primarily recruit personnel locally (95%), while 14% of businesses recruit statewide and 9% recruit nationally.
- The most frequent recruitment method (80%) is personal or professional networking. Job websites/social networking is used by about 30% of respondents.
- The issue most frequently cited (50%) as being very difficult or extremely difficult is homeless/transient issues. The second most frequently cited issue (40%) regarded as very difficult or extremely difficult is recruiting skilled labor. Other frequently cited issues

regarded as very or extremely difficult include crime, environmental regulations, and transportation/ shipping.

- The most frequently cited advantages of Del Norte County as a place to do business are natural beauty (86%), location and climate (76%), quality of life (67%), recreation activities (52%), land costs/rents (33%).
- The most frequently cited disadvantages of Del Norte County as a business location are homelessness (67%), workforce availability/quality (52%), and lack of potential growth (52%), distance from suppliers (48%), business vacancies (48%), and community apathy (48%).
- Most frequent responses for actions to improve Del Norte County's business climate include promote the area's image (89%), permit processing assistance (44%), improving the quality of the labor force (44%), and education/job training (39%).

APPENDIX C: PUBLIC MEETING NOTES

Two public meetings were held to gather input from the general public and business people not otherwise contacted through the other elements of the outreach program. The meetings were held on October 9th and October 23rd at 5:30 pm in the Crescent City Cultural Center. For both meetings, the City Manager made introductory remarks and the CEDS consultant presented information about the purpose and content of a CEDS as well as preliminary data from the economic analysis. The input received at the meetings is summarized below, followed by the list of participants.

Public Meeting #1 Notes

Tourism

Tourism Drivers – How to compete? Shift to “experience”

Vacation rentals vs. full time rentals – how does that limit supply?

TID to increase revenues for tourism marketing?

Tourism should only be one part of the economic foundation because it is highly subject to economic downturns

Local Business Development

Limited land for high value agriculture (CBD)

Help small business go to next level

Market the place: good quality of life once here

Market demand – find and grow niches; e.g. Seaquake

Find your strengths

Find telecommuters

Transit Services

“Oregon Trail DNA” limits interest in using transit

How to increase transit ridership – segments of riders don’t mix with each other

Dearth of skilled drivers/workers.

Other

Need to trade school opportunities – vocational education

Very limited housing – increase supply

Reduce project approval barriers

Federal Opportunity zone designation– use it!

Facade program as a strategy to improve downtown business conditions? Clean up, maintenance can be done by a Business Improvement District (BID) (suspended one exists), and/or Property Owners Improvement District (PBID)

Public Meeting #2 October 23, 2019

The meeting notes are organized by major topic, not order of discussion at the meeting.

Environmental Industries and Alternative Energy Production

Del Norte County should choose to be a leader in environmental quality and innovation.

Any biomass plants should not cut trees, only undergrowth.

Research the potential for an ocean wind farm and energy systems that use wave action. (Newport Oregon has established an experimental ocean zone to test these kinds of systems – DNC could partner with them and also the University of California).

Climate change has important ramifications for the economy, including changing the fishery

Jobs in alternative energy would be higher paying than tourism jobs

Need more workforce training to create a labor pool of alternative energy industry workers. Perhaps DNC could attract a trade school or a CSU.

Public buildings should be retrofit with sustainable energy systems not fossil fuels. This could also create jobs for local workers with the proper training.

Create a workforce that would help attract a solar cell manufacturer

Increase bus transit to 7 days a week to reduce traffic and fossil fuel use

Review building development standards to improve energy efficiency.

Tourism

Make sure Airbnbs are collecting TOT taxes

County owned camp grounds are an asset to tourism

Need to improve the aesthetics of the County: no more billboards and junked buildings. Improve sign standards.

The former surf competition was a good event – brought in lots of people. Other events could include jet skis, kayaking, sail boat races, etc.

Should expand the bike trail system – Attract a bike store. Seattle has Vello bikes (electric?) that are popular.

Support expansion of performing arts – create regional and national competitions.

A concern was expressed that the Sister City program is causing officials to spend tax dollars overseas.

Business Attraction

Need more manufacturing industry but not cannabis

Create a Del Norte County Film Commission to attract more film productions to the area.

Take advantage of natural beauty as a business attraction asset

Improve internet/communications to attract millennial workers and attract sustainable non-consumptive businesses.

Local Business Development

In order to support locally owned small business, City and County should prevent chain stores from locating in Del Norte.

Work on food security as an economic opportunity but also a disaster response and economic resiliency factor.

Consider establishing an indoors farmers market.

Other

Turn evacuation issues into an opportunity – consider reusing rescue pods as homeless shelters

Attract best teachers, pay them fairly, and become known for outstanding school system to attract young families.

Need more affordable workforce housing, although one person suggested single family home prices have dropped.

City and County need to work together

MEETING PARTICIPANTS

Beverly Brand

Barbara Burke, Friends of the Harbor, Gallery of Arts & Culture

Mike Caldwell

Jessica Cejnar, Wild Rivers Outpost

Eric Cerecedes

Dale Condon

Janet Gilbert, TR Carr Construction

Megan Miller, Crescent City Housing Authority

Chuck Clarkson, Redwood Coast Transit

Ron Cole

Eileen Cooper, Friends of Del Norte

Susan Fowler

Meredith Knowles, DNATL Community Food Council

Kathleen Kuiawa

Andrea Lanctot, DNATL Community Food Council

Linda Leaver, City of Crescent City

Joan Miles, KFLI Radio

Mary Niski, Progressives of Del Norte

Jon Olson, City of Crescent City

Richard Pedersen

Jordan Spitzner

Valery Starkey

Nancy Stemkoski

Linda Sutter, Del Norte TASS
Candace Tinkler
Sunny Valero
Holly Wendt, City of Crescent City
Grant Werschull, Smith River Alliance
Eric Wier, City of Crescent City

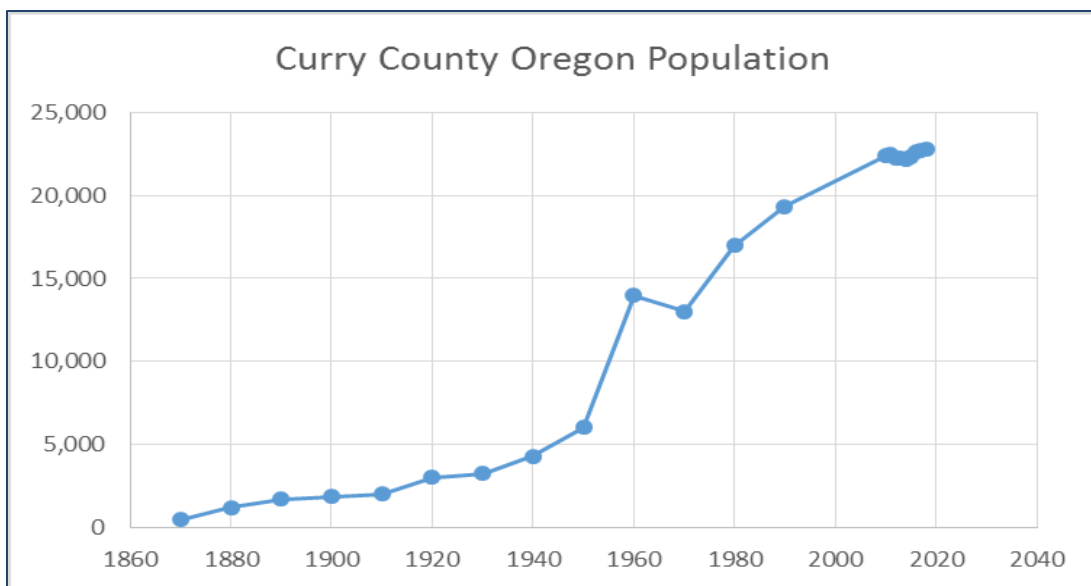
APPENDIX D: CURRY COUNTY, OREGON PROFILE

Curry County is within commuting distance from Crescent City, with almost 600 workers commuting in daily.

POPULATION

Curry County, including Brookings, has grown significantly since the 1950's Baby Boom. The County has also enjoyed significant growth since the early 1980's, but growth has flattened since the recession. Curry County and Del Norte have almost equal populations net of the Prison.

Figure D-1



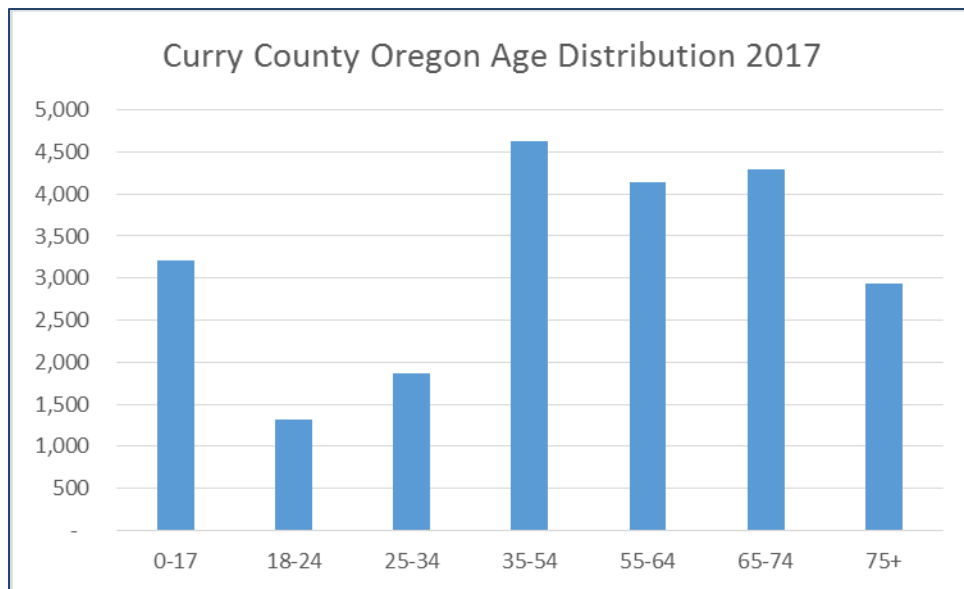
AGE, RACE AND INCOME

Age distribution in Curry County is significantly older than Del Norte, with 51% of the population 55 years and older. This is consistent with the County's earlier influx of Baby Boomers. Now the Boomers are of retirement age, and the age distribution in Figure C-1 supports its reputation as a retirement community.

The County is 92.1 percent white vs. ~63% in Del Norte, also supporting its reputation as a retirement mecca. (Source: US Census Quickfacts www.census.gov/quickfacts/currycountyoregon)

The per capita income of \$26,925 is slightly higher than Del Norte at \$25,000, and likely reflects pension incomes to a higher degree.

Figure D-2



HOUSING

The County’s housing stock and occupancy is similar to Del Norte, with a higher percentage of homes owner-occupied (Del Norte = 54%) and smaller household size (Del Norte = 2.41).

Table D-2

Housing Units	13,022
Households	10,382
Persons/Household	2.13
Owner Occupied	68%

EMPLOYMENT

The employment mix is more or less similar in both counties, but with no prison the employment mix in Curry County is less dependent on government employers, and more dependent on retail industries. Agriculture appears to have a bigger impact in Curry County than in Del Norte.

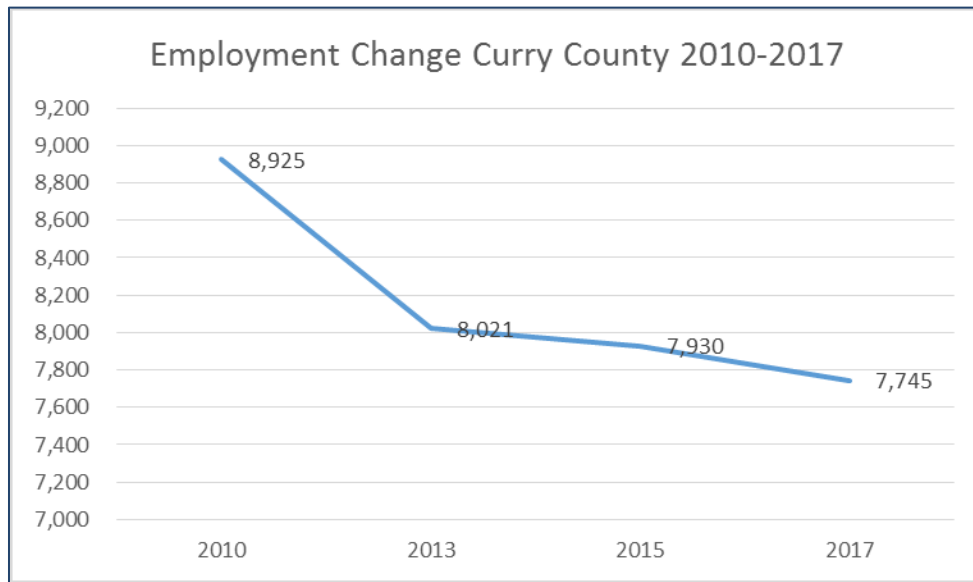
Unlike Del Norte County’s reasonably stable employment base, Curry County lost significant employment between 2010 and 2017, jettisoning 1,180 jobs or 13% of total employment.

The biggest category losses were in Construction (-517 jobs) and Arts, Recreation and Entertainment (-401 jobs). Education and Health Care gained 387 jobs, or 28% during that period.

Table D-3

Employed population 16 years and over	2010	2013	2015	2017	Percent of Total
TOTAL	8,925	8,021	7,930	7,745	100.0%
Educational services, and health care and social	1,383	1,571	1,960	1,770	22.9%
Retail trade	1,216	1,033	993	952	12.3%
Arts, entertainment, and recreation, and accommodation	1,348	1,189	877	947	12.2%
Public administration	729	715	863	938	12.1%
Agriculture, forestry, fishing and hunting, and mining	682	402	619	641	8.3%
Finance and insurance, and real estate and rental and leasing	531	406	321	467	6.0%
Other services, except public administration	588	597	568	424	5.5%
Transportation and warehousing, and utilities	362	395	332	385	5.0%
Construction	900	531	417	383	4.9%
Manufacturing	495	561	456	355	4.6%
Professional, scientific, and management, and	424	395	368	317	4.1%
Information	136	142	113	102	1.3%
Wholesale trade	131	84	43	64	0.8%

Figure D-3



CONCLUSION

Del Norte and Curry County are similar in size and employment. Differences include:

- Curry County is more of a retirement community with a much older population;
- Curry County's employment base is more susceptible to economic conditions than is Del Norte;
- Curry County is home to about 600 of Del Norte's workforce, providing an additional housing choice.
- Curry County has no direct connection to I-5 except through Crescent City to the south, or Reedsport and Florence to the north.

APPENDIX E: HUMBOLDT COUNTY JOB TRENDS

Job Sector	Actual		Estimated			Projected		
	2001	2010	2019	2010-2019	Percent	2028	2019-2028	Percent
Agriculture	1,427	1,138	1,201	63	0.6%	1,092	-108	-1.0%
Mining	15	24	8	-16	-11.6%	6	-2	-3.5%
Utilities	279	357	241	-116	-4.3%	190	-51	-2.6%
Construction	1,767	1,738	2,093	355	2.1%	2,352	259	1.3%
Manufacturing	4,649	2,140	2,020	-120	-0.6%	1,767	-253	-1.5%
Wholesale	957	970	1,011	41	0.5%	1,100	89	0.9%
Retail	7,476	6,922	7,265	343	0.5%	7,395	130	0.2%
Transportation	753	603	690	87	1.5%	678	-13	-0.2%
Warehousing	517	561	450	-111	-2.4%	416	-34	-0.9%
Information	748	600	366	-234	-5.4%	266	-99	-3.5%
Finance and Insurance	1,352	1,068	1,113	45	0.5%	1,268	155	1.5%
Real Estate	643	577	654	78	1.4%	737	83	1.3%
Professional and Scientific	1,379	1,457	1,539	82	0.6%	1,721	181	1.2%
Mgt. of Companies	594	285	165	-120	-5.9%	99	-66	-5.5%
Administrative Support	1,330	925	1,258	333	3.5%	1,544	286	2.3%
Waste Remediation	201	229	278	49	2.2%	293	16	0.6%
Education	6,027	5,457	5,941	484	0.9%	6,231	290	0.5%
Health	5,998	6,158	9,314	3,156	4.7%	11,431	2,118	2.3%
Arts, Entertainment and Recreation	491	605	595	-10	-0.2%	605	10	0.2%
Lodging	904	833	884	51	0.7%	885	1	0.0%
Eating and Drinking Places	3,807	3,741	4,274	533	1.5%	4,388	114	0.3%
Other Services	2,569	2,657	1,941	-716	-3.4%	2,056	115	0.6%
Federal	505	614	496	-119	-2.4%	484	-12	-0.3%
State	1,050	829	1,201	372	4.2%	1,397	196	1.7%
Local	4,163	5,412	5,494	82	0.2%	5,633	139	0.3%
Misc.	22	198	267	69	3.4%	376	108	3.9%
Total	49,623	46,097	50,758	4,661	1.1%	54,409	3,651	0.8%

Source: EMSI

APPENDIX F: REPORT AUTHORS

Applied Development Economics

3257 Mt. Diablo Blvd. #248

Lafayette, CA 94549

(925) 934-8712

www.adeusa.com

Doug Svensson, AICP, President

Tony Daysog, Senior Associate

Peter Cheng, Senior Associate

Cindy Trobitz-Thomas, Senior Consultant

Wes Ervin, Senior Consultant