

The background of the cover is a photograph of a coastal scene. In the foreground, there is a wooden fence with a large, white, stylized sign that reads 'Crescent City'. The sign is mounted on the fence and is partially obscured by the fence's rails. Behind the fence, there is a beach, the ocean, and a forested hill in the distance. The sky is a clear, deep blue.

Economic Development Strategic Action Plan

Adopted June 21, 2021

This document is designed to be printed double-sided.

Crescent City

Economic Development Strategic Action Plan

...also known as the Economic Cookbook

Adopted June 21, 2021

Prepared for:

Crescent City

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PLANWEST
PARTNERS, INC.

Messages from Community Leaders

MESSAGE FROM MAYOR

Being elected to City Council has been a remarkable honor. I find it difficult to express how strongly I care about Crescent City, its people, and its businesses. This past year has been a tough one for our community. The COVID pandemic and quarantine hurt so many of our local businesses. Now more than ever, we need a strategy for economic recovery and prosperity.

In facing the challenges of this past year, I have received continuous confirmation that we have a wonderful community with boundless potential. This was clearly reflected in the public workshop held for this project and the subsequent survey, in which over 70 people expressed optimism, enthusiasm, and ambition for our future. I hear these same common themes when I listen to people talk about their hopes for our community. There is a pervasive and powerful love-of-place that permeates our town. I see it in the doorways of our local businesses and I hear it in the cheers of the crowds at high school athletic events. This shared appreciation for our magical part of the world is evident in every event I attend and every conversation I have. I believe this mutual appreciation for our home and way-of-life is clearly reflected in this document.

Another common theme I notice throughout the community is that the people of Crescent City are hungry for a prosperous future and there is a strong desire to grow our local economy. It is for this reason that we undertook this project in the first place. I think nearly everyone can agree that Crescent City has unrealized potential. What we need is an agreed-upon systematic strategy to unlock that potential. Fortunately, I am not the only one that feels like the City is on the verge of a new era. There is a sense in the air that something powerful is happening and that we are barreling towards an unrealized level of prosperity that our community has not experienced in a long time.

I sincerely believe that the implementation of the ideas in this document can unlock our potential and drive us towards the future we crave.

MAYOR JASON GREENOUGH
JUNE 15, 2021

MESSAGE FROM CITY MANAGER

Like is true for any community of our size, the staff of the Crescent City government must wear many hats. There is a lot to do and too few people to get it all done. Fortunately, the City is blessed with an absolutely remarkable staff with boundless passion and a universal belief in a positive future for our community. We are driven to accomplish the goals and visions of the City Council and the general community.

Though the pandemic and subsequent lock down caught us off guard, we are and have always been a resilient community. But how do we strategically plan for economic development when a once-in-a-century event impacts our business community in a way that has never happened in living memory? How do we chart a future of prosperity at a time when our local businesses are suffering? As the pandemic comes to a close, should we plan on doing things differently or will things bounce back to the way they were? Answering these questions forced us to re-think this plan in mid-stream and led to the idea of structuring this document to resemble a cookbook or instruction manual. The bulk of this document consists of step-by-step directions for how to accomplish individual projects designed to drive Crescent City towards a more prosperous future. Individually, each project may have a small overall impact. But, each small success will accumulate and generate momentum towards a level of prosperity that we cannot yet imagine. City staff cannot and should not do this alone. Accordingly, the most important set of projects ("recipes") appears in Section 1, which focuses on ways for the City to cultivate partnerships and invigorate teamwork with partner agencies/organizations. We will do so much more with friends and partners working together.

ERIC WEIR, CITY MANAGER
JUNE 1, 2021



Contributions and Acknowledgements

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**The above individuals attended at least one of three Technical Advisory Committee Meetings conducted during this project (see page 3 for the dates of the meetings). Feedback from TAC members received during and following those meetings was incorporated into this plan. However, attendance of meetings and providing feedback regarding this plan does not necessarily represent full endorsement of this entire document, especially since there are over one hundred proposed project ideas, some of which individual TAC members may not support.*

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**The entire Chamber Board did not participate directly in the production of this document. The Board is listed here in recognition of the Chamber's importance in the business and social community in the Greater Crescent City Area.*

PLANWEST
PARTNERS, INC.



Testimonials: Doing Business in Crescent City

FOG BANK CLOTHING COMPANY

"If you want to be successful doing business in Crescent City, you need to put the community first. This means supporting adult and youth sports programs, scholarships, and events. What this does is create a sense of what really matters. People are more likely to spend their money at a business that puts a lot of effort into being a part of the community."



HOT ROLLERS SALON

"Having a small business during times of disaster can feel just like that, no one but yourself to rely on. What a very wrong perception. From day one the Crescent City staff on the Del Norte Economic Resiliency Team have been there for me. Zoom meetings, phone calls, emails, helping track down resources such as PPE for my business, and finding financial support. I feel like they have gone above and beyond for myself and my business creating an awesome sense of community and caring about my well-being. Without their dedication and positive outlook my business might not be here today."

CRESCENT CITY/DEL NORTE CHAMBER OF COMMERCE

"As the local Chamber of Commerce we find that many times throughout our work week we come into contact with our local City Manager and City Staff on various projects. We have found the team at the City of Crescent City to be by far, some of the most talented and accomplished City employees we have ever had the pleasure to work with. Whether it is something we need from them or just the sharing of information we find City Staff to be true professionals and well informed. Thank you to the team at the City of Crescent City for the fine work you do."



BICOASTAL
MEDIA

BICOASTAL MEDIA

"As the major Media outlet in the community, the current City administration makes our job of informing the community much easier. The openness to share the information concerning any changes that affect the community runs through the entire city government. Whether its road work, police matters, City Council decisions or any of the other issues involving the several different departments in the city government, we can count on someone from the City being able to provide us the information. More often than not, they have someone knowledgeable, available to talk directly to our listeners. Working hand in hand, they help us achieve one of our main goals – keeping our listeners informed about where they live."

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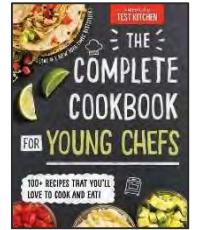
Part 1: Introduction



EXECUTIVE SUMMARY

Crescent City is at a crossroads. A cultural and economic renaissance has begun, and the community is hungry to elevate itself to a new level. This is occurring simultaneously with the unprecedented challenges and impacts of the COVID 19 pandemic. This unusual intersection of ambitious optimism and unexpected trials presents a once-in-a-generation opportunity for the community to respond, rebound, renew, regenerate, and reinvent itself. The timing is perfect for an Economic Development Strategic Action Plan.

This document is formatted and structured to resemble a “cookbook” with the projects presented as “recipes.” Like appetizers, entrées, and side dish recipes, the projects can be “prepared” independent of one another as the desire or opportunity arises. If the City finds that it has the right “ingredients” to tackle one of these projects and if the City Council determines that the project is a priority, then City staff can follow the step-by-step instructions to prepare the project for the community to enjoy. Also like a cookbook, the City may love the overall document and may crave some of the recipes, but may dislike the sound of other recipes. That’s okay. Some recipes may not have the right flavors for current Crescent City appetites and the City may not want to prepare them. In that case, just focus on those recipes that currently look the most appealing.



This document was developed in close collaboration with the City staff and Technical Advisory Committee presented on Page ii. Part 1 presents an Executive Summary, which includes a detailed discussion of the plan’s relationship to the 2020 version of the Del Norte County Comprehensive Economic Development Strategy (CEDS) as well as a discussion of the relationship of this plan to dozens of other plans developed for/by the City over the past ten years. As is outlined on the next page, this document was developed as a complement to the 2020 CEDS. This builds on that county-wide effort by providing detailed instructions for how to implement economic development related projects specifically in Crescent City and the immediately surrounding area. Part 1 also presents the results from public meetings as well as a review of economic development partners and allies.

Part 2 of this document presents Crescent City’s “Vision of the Future” in relation to economic development. That section includes nine goals and over a dozen targeted industry sectors that the City is seeking to bolster. In general, Part 2 outlines how the City intends to strengthen, diversify, and grow the local economy to improve the quality of life for its residents and visitors. Also included is an analysis of eight “economic development districts” or geographically specific areas with unified economic characteristics. Part 2 concludes with an in-depth analysis of what Crescent City can expect in a post-COVID economy. Each of the projects presented in Part 3 relates to the goals, sectors, and districts presented in Part 2.

Part 3 presents over 80 projects (recipes) organized into nine sections that directly align with the goals outlined in Part 2. While this document is intended to guide the City’s economic development activities over the next five years, completing all the projects in that period of time is not realistic and is very unlikely. In fact, that is not the intention of this plan. Instead, projects will be completed as the needs, resources, and capabilities of the City and its partners align with the instructions provided. As is presented in Part 4 of this plan, an annual review of the project list by City Council and City staff is recommended in order to identify which projects are most needed and most realistic in the coming year. The City can then determine as needed which projects to prioritize.



PUBLIC ENGAGEMENT AND TECHNICAL ADVISORY COMMITTEE

The following meetings were held for and during the development of this project:

- February 10, 2020: Technical Advisory Committee Meeting (see page ii for a list of members)
- August 26, 2020: Technical Advisory Committee Meeting
- December 21, 2020: City Council Presentation
- January 21, 2021: City Council Special Study Session and Community Workshop
- May 14, 2021: Technical Advisory Committee Meeting
- June 1, 2021: City Council Special Study Session and Community Workshop

In addition to the above meetings, an on-line survey was available to the broad community from January 21 through February 5, 2021. Seventy-nine individuals responded to the survey, a sample of which is represented in the images below:

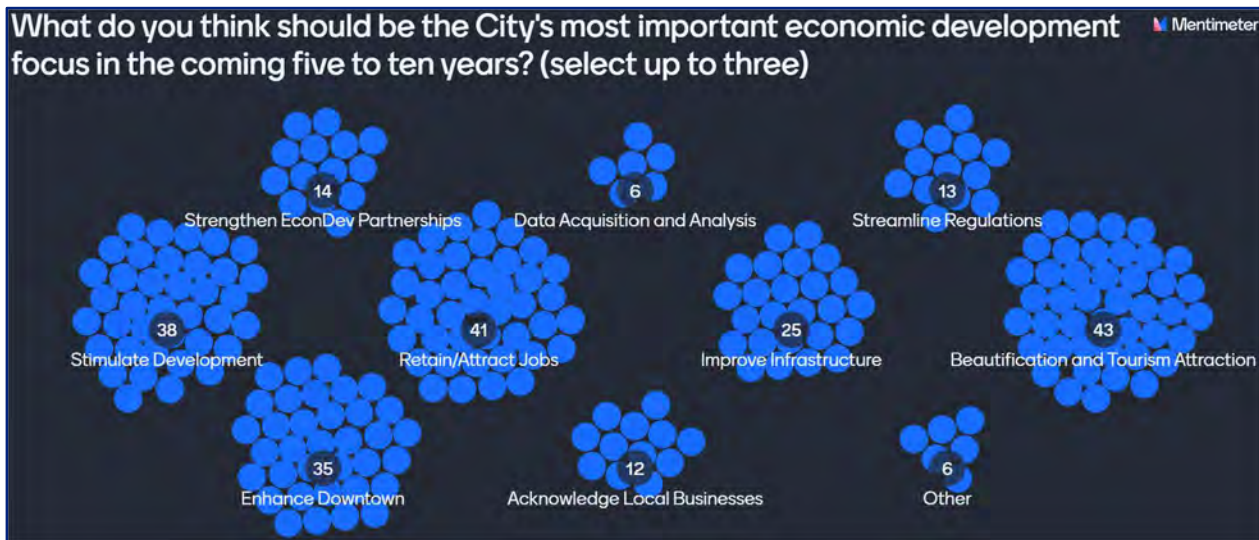


Image 1: Community Survey - Preferred Economic Development Focus

As a resident, which of the following would make you happier (invest 100 points):



Image 2: Community Survey - Desired Improvements

INTRODUCTION

- “



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WHAT IS ECONOMIC DEVELOPMENT?

Economic development is a complex and diverse concept that can mean many different things. According to the California Association for Local Economic Development (CALED), the term means “the creation of wealth from which community benefits are realized.” Per the International Economic Development Council, it is “the process by which the economic well-being and quality of life of a community is improved according to targeted goals and objectives.” While both of these definitions apply to this plan and the ambitions of Crescent City, a more robust definition may be needed to help the general community understand the scale of what economic development means in Crescent City. Accordingly, the image below was developed to assist with explaining the nature and scope of economic development.

As shown in the image below, economic development activities can be classified along two scales. On the vertical axis, an activity can be on the “envisioning” end of the spectrum or on the “implementation” end of the spectrum. For instance, developing a business plan is “envisioning” economic development while building a new retail store is “implementation” of economic development. On the horizontal axis, an activity can be on the “business specific” end of the spectrum or the “community oriented” end of the spectrum. As an example, a bank loan for a new bakery is “business specific,” while a General Plan Update is “community oriented.” Any economic development activity can be classified along both of these scales and some classifications of activities can spread across the spectrum. For example, private construction is typically “business specific” but some construction projects can include elements that are beneficial to an entire neighborhood, making private construction a category of economic development activity that can stretch across the horizontal axis. Likewise, regional tourism marketing often starts with ideation but typically leads to actual marketing campaigns, making it an economic development activity that can stretch along the vertical axis. Economic development is any activity that envisions or implements business specific or community-oriented benefits, particularly those activities that generate wealth, enhance economic well-being, or improve quality of life.

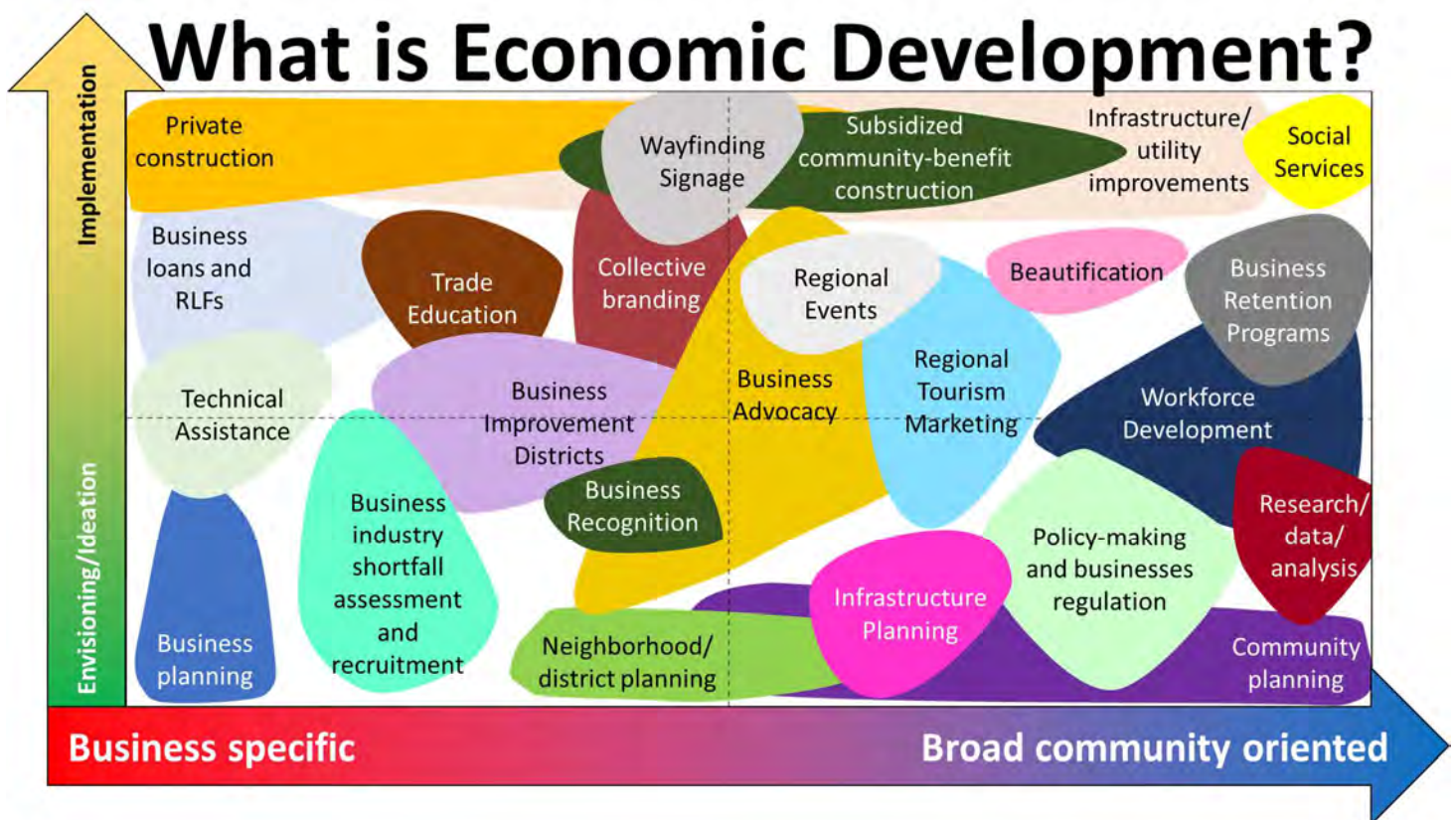


Image 4: Defining Economic Development

CALED offers the following graphic to clarify why a community should invest in economic development efforts.



CALED goes on to explain:

Economic development is more important than ever during times of economic retraction and downturn as communities strategize for business growth and resiliency. Economic developers and the programs they implement are an investment in growing and sustaining local economies. They help support the local businesses who contribute to the workforce and the municipality's coffers as it provides resources to fund services residents need to have a good quality of life. A key path to growing your revenues is investing in economic development to ensure that your community's businesses are successful.

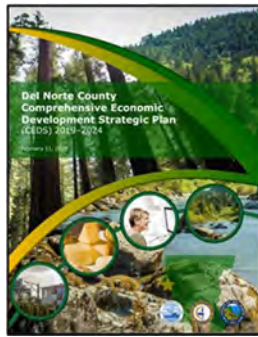
ECONOMIC DEVELOPERS	SUCCESSFUL BUSINESSES	COMMUNITY
Economic Developers Support Successful Businesses through: • Connection to Resources & Capital • Problem Solving • Marketing the Community as a Great Place to Invest & Do Business • Navigating the System • Community & Economic Revitalization • Site Development • Strategies for Business & the Community	Successful Businesses Provide: • Local Tax Revenue • Employees in the Community • Stronger Social Fabric ◦ supporting the community ◦ being part of the community culture • Growth Potential for Residents	Business Tax Revenue Supports these Community Assets: • Public Employees • Quality of Life • Parks & Amenities • Roads & Infrastructure • Public Safety • Housing Funding

For the purposes of this plan, each of the above definitions and concepts of economic development apply to the City's ambitions to achieve the goals set forth below in [Section 2](#) on page 10.

RELATIONSHIP TO THE 2020 COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

On February 11, 2020, the County of Del Norte released the 2020 version of the Del Norte County Comprehensive Economic Development Strategy (CEDS). The 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. Over 62 individuals served on the CEDS committee, with representation from dozens of businesses and nearly every major governmental entity in the County.

The document that you are currently reading is the Crescent City Economic Development Strategic Action Plan (EDSAP), which is a complementary follow-up document that builds on the CEDS by providing detailed instructions for how to implement specific economic development related projects in the greater Crescent City area. The development of this EDSAP utilized the



countywide CEDS as a guide, while engaging local stakeholders to develop City-specific strategies to strengthen, diversify, and grow the local economy and improve the quality of life for Crescent City residents and visitors. The CEDS was funded by a grant acquired by the City and was produced in close collaboration with City staff. Accordingly, the two documents have a very close and interdependent relationship.

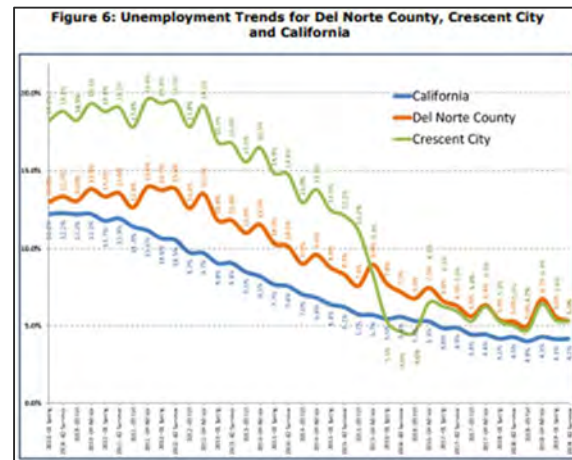
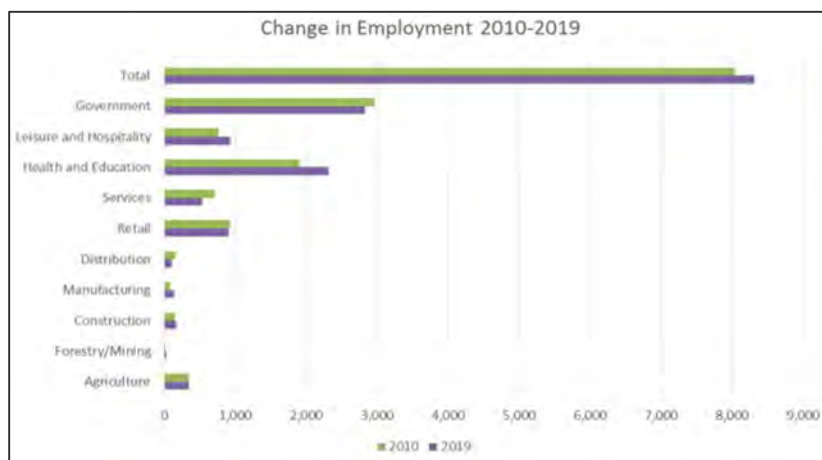
It is the intention of the City to support economic development by utilizing both the CEDS and the EDSAP as parallel guides to economic development. The CEDS includes 46 recommended projects, all of which are related to maintaining, enhancing, or creating public infrastructure throughout the County. On the other hand, very few of the 80+ projects presented in this EDSAP are related to infrastructure. This is because the CEDS already sufficiently evaluated the economic impacts and needs of utilities and public infrastructure. Therefore, the projects in this EDSAP present complementary approaches to enhancing the local economy, specifically in Crescent City and its surrounding area. For maximum effect, both sets of projects should be implemented.

The Economic and Social summary chapter of the CEDS presents an overview of economic and social conditions in Del Norte County, focusing primarily on employment and industry trends by industry sector and industry cluster, with additional data and analysis regarding socioeconomic characteristics of persons residing in the County. Also presented in that chapter is a discussion of key infrastructure in the County. Given that the bulk of the County jobs and population are centered around Crescent City, this EDSAP document does not duplicate the employment or socioeconomic analyses of the CEDS. Any readers seeking such information should [reference the County's document](#). However, a brief summary is presented below. The following indented paragraphs are paraphrased from the CEDS, with some commentary added:

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), which provides about 58% of all jobs within Del Norte County. Total jobs in Del Norte County reached a peak of nearly 8,600 in 2008 and dropped to a low of 7,774 in 2014. By early 2019, jobs reach 8,316 and were projected to exceed 8,600 by the end of 2024.

INTRODUCTION

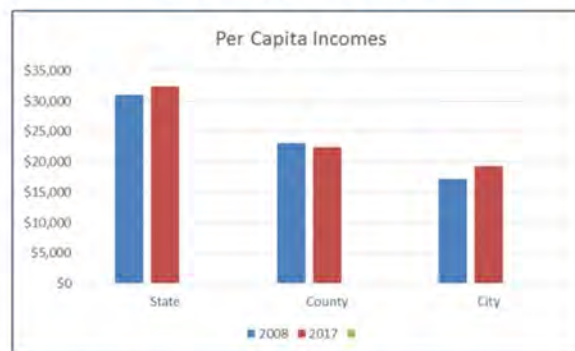
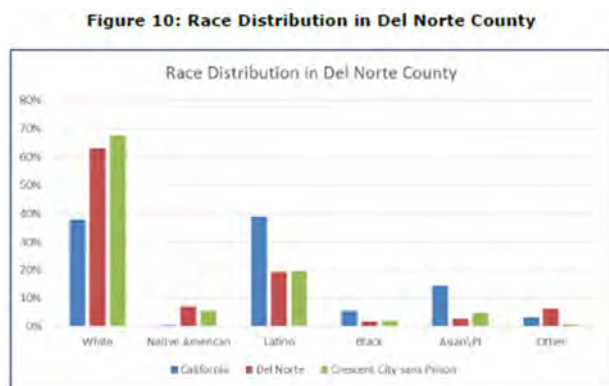
Employment and unemployment trends generally trended favorably over the ten year study period, with the total number of jobs increasing, the number of jobs in most industry sectors increasing, and unemployment rate consistently decreasing. However, unemployment spiked during the COVID-19 pandemic (which occurred after the publishing of the CEDS), while the total number of jobs decreased.



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



Source: ACS 2013-2017.

The next chapter of the CEDS identifies Strengths, Weaknesses, Opportunities, and Threats that the County faces in the pursuit of economic development. The following table summarizes the CEDS evaluation:

Table 1: Summary of SWOT Analysis from 2020 County CEDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
- The natural environment and associated amenities, such as County, State, and National Parks - Sporting culture and recreational youth events - Agricultural lands - The airport - The harbor - An entrepreneurial spirit - The strong cultural presence of four Native American Tribes	- The persistent challenge of having “poor curb appeal” - Deficiencies in collective regional tourism marketing efforts - A collective tendency to dwell on failures rather than successes - A shortage of living wage jobs - Geographic isolation - Coastal Commission regulations hindering development potential - The fact that majority of the County is owned by the State and Federal Governments	- Growing national market for outdoor recreation - Crescent City’s growing relationship with its Japanese Sister City Rikuzentakata - The expansion of river boating - Room for growth in the realm of clean energy - The prospect of additional small business loans - Chances to acquire infrastructure grants - Room for growth in the timber, fishing, and agricultural sectors	- Homelessness, drugs, and crime - Lack of community pride - Falling income levels and purchasing power - Impacts of climate change on the fishing industry - The risk of future tsunamis - The high cost of healthcare - The community’s proximity to Oregon which has favorable taxes

Next, the CEDS establishes the following economic development goals for the County:

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.

Each goal is followed by action steps, each of which are summarized in the table below:

Table 2: Summary of Goals from 2020 CEDS

GOALS	GOAL 1: DIVERSITY	GOAL 2: TOURISM	GOAL 3: AGRICULTURE	GOAL 4: TRANSPORTATION	GOAL 5: EDUCATION	GOAL 6: SMALL BUSINESS
ACTION STEPS	1. Attract internet commuters 2. Stimulate the creation of sustainable energy enterprises 3. Expand specialty health care services 4. Coordinate with Tribal leaders re: infrastructure 5. Promote quality of life to attract businesses	1. Evaluate Tourism Business Improvement District 2. Consider increasing TOT tax rate 3. Increase # of outdoor events 4. Promote scenic assets 5. Promote Sister City relationship 6. Coordinate with Tribes re: tourism attraction	1. Promote food-related programs 2. Assist ag producers to improve sustainability 3. Study ultra high temperature dairy processing 4. Promote new food product manufacturing 5. Complete Harbor sea wall 6. Support sustainable forestry	1. Complete Last Chance Grade project 2. Improve bridges for STAA trucks 3. Seek funding to expand transit 4. Promote and expand airline service 5. Implement Harbor District projects	1. Support K-12 Career Tech Ed 2. Attract/develop vocational ed programs 3. Attract higher ed institutions 4. Adopt a “health in all policies” approach to econ dev 5. Prepare marketing materials to attract developers 6. Increase housing production 7. Address homelessness 8. Disaster preparedness and mitigation efforts	1. Support expansion of SBDC services 2. Entrepreneurship networking system 3. Improve attractiveness of Downtown Crescent City 4. Prioritize support for local merchants 5. Promote econ dev successes

The projects (recipes) presented under [Part 3](#) of this document (the EDSAP) are designed to overlap with most of the proposed action steps presented in the CEDS. The City may be actively working on many of the CEDS action steps in collaboration with the County and other partners, even if those projects do not appear as recipes in this document.

RELATIONSHIP TO OTHER STUDIES/DOCUMENTS

Since 1996, there have been at least sixteen economic development related studies/plans completed by or for Crescent City, including the following:

- 1994 Del Norte 2020 Vision Document
- 1996 Action Plan for Downtown Revitalization
- 2002 Recreation and Cultural Facilities Master Plan
- 2003 Battery Point Recreation Area Update
- 2004 Action Plan for Downtown Revitalization-Update
- 2006 Del Norte County Travel and Tourism Marketing
- 2006 Economic Evaluation of Public Investment in Tourism Marketing
- 2006 Teletransportation/Telecommunications Assessment and Plan for Del Norte County
- 2006-2008 Comprehensive Economic Development Strategy
- 2007 Economic Development Program CALED Implementation Tasks
- 2007 Action Del Norte Blueprint for our Future
- 2008 California Tourism and Fishing Heritage Assessment
- 2011-2016 Comprehensive Economic Development Strategy
- Beachfront Park Master Plan
- 2018 Harbor Master Plan
- 2019 Economic Development Business Loan Study
- 2019-2024 CEDS

In developing this Economic Development Strategic Action Plan (EDSAP), each of the above documents were reviewed to understand what was previously recommended and implemented. Each action was further categorized into a broad focus, such as Tourism Marketing, Small Business, and Infrastructure.

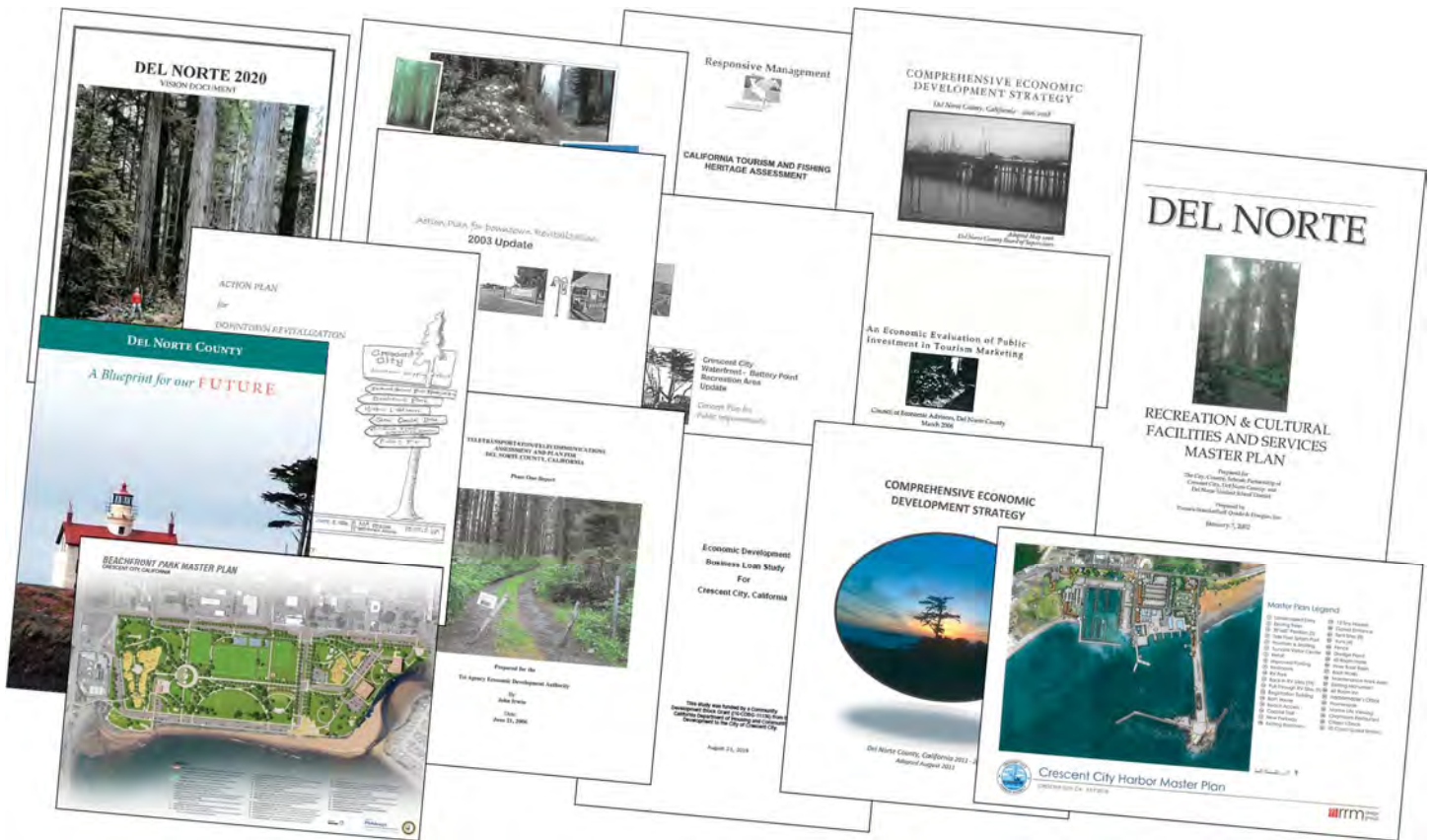


Image 5: Past Studies Evaluated for this Plan

PARTNERS AND ALLIES

As is described in detail in Section 1 of Part 3 of this document (see page 26), the ultimate success of this plan, as well as the attainment of Crescent City's ECONOMIC DEVELOPMENT GOALS, is dependent upon the City's ability to find and recruit partners and allies. These economic development team members will come in many forms, ranging from Tribal governments to private businesses. Even city governments in neighboring counties will prove to be critical allies in the achievement of the City's goals. Accordingly, the following is an attempt to identify the most likely partners that the City will most commonly call upon. Inevitably, this list cannot be comprehensive, and many entities are probably missing. Despite that probability, the attempt to create a catalog of partners for the City to reference and drawn upon is worth the risk of offending an organization that is left off the list. Additional organizations can always be added when they are deemed to be absent.

Table 3: Most Likely Economic Development Partners and Allies

TRIBAL GOVERNMENTS	BUSINESS ADVOCACY ORGANIZATIONS	EDUCATIONAL INSTITUTIONS	LOCAL GOVERNMENTAL ENTITIES AND UTILITY PROVIDERS	FEDERAL/STATE GOVERNMENTAL ENTITIES OPERATING WITHIN DEL NORTE COUNTY	OTHER NON-PROFIT ORGANIZATIONS/ GROUPS
• Elk Valley Rancheria • Yurok Tribe • Smith River Rancheria (Tolowa Dee-ni' Nation) • Resighini Rancheria	• Del Norte Chamber of Commerce • Visit Del Norte County • Downtown Divas • North Coast Small Business Development Center	• Del Norte County Office of Education • College of The Redwoods • Humboldt State University	• Del Norte County government (various departments) • Crescent City Harbor District • Tri-Agency Economic Development Authority • Del Norte County Regional Airport (CEC) • Del Norte Local Transportation Commission • Library District • Pacific Power (PacifiCorp) • Various community service districts	• Pelican Bay State Prison • Del Norte County Fairgrounds Recreation and Park District • Caltrans • Redwood National Park • California Department of Parks and Recreation • US Forest Service • Bureau of Land Management • California State Coastal Conservancy • US Fish and Wildlife Service • State Fish and Wildlife	• Wild Rivers Foundation • Hmong Cultural Center of Del Norte County • Del Norte Association for Cultural Awareness (DNACA) • Del Norte Workforce Center • Rural Human Services • CASA Del Norte • Childcare Council • First Five Del Norte • Friends of the Crescent City Harbor • Del Norte Association of Realtors • Del Norte Youth Soccer Association • Del Norte Arts Coalition • Smith River Alliance • Del Norte Non-profit Alliance • Humboldt Del Norte Film Commission • Northern California Indian Development Council Inc. • California Endowment • Humboldt Area Foundation • The Nature Conservancy • Humboldt Made • Many others
LOCAL GOVERNMENTS IN THE REGION	PRIVATELY OWNED BUSINESSES				
• County of Humboldt ○ City of Trinidad ○ City of Blue Lake ○ City of Arcata ○ City of Eureka ○ City of Fortuna ○ City of Ferndale ○ City of Rio Dell • County of Mendocino ○ City of Ukiah ○ City of Fort Bragg ○ City of Willits • County of Siskiyou ○ City of Yreka ○ City of Mt Shasta ○ City of Weed ○ City of Dunsmuir • Curry County, OR ○ City of Brookings ○ City of Gold Beach ○ City of Port Orford • Coos County, OR ○ City of Bandon ○ City of Coos Bay ○ City of North Bend • Others as deemed appropriate	In 2020, the City issued 616 business licenses.				

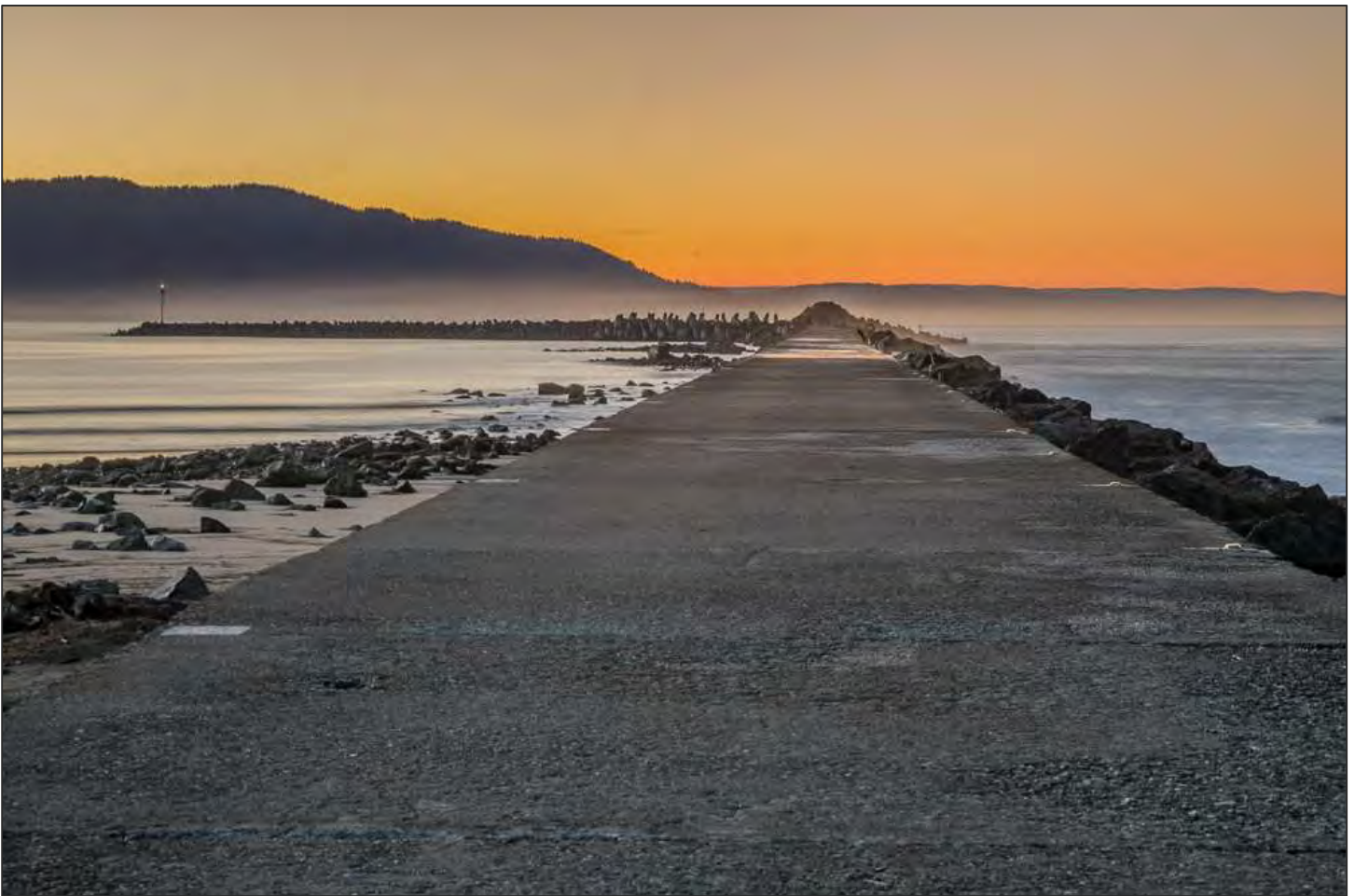
Part 2:

Crescent City's Vision of the Future

On February 7th 2019, the City Council hosted a special meeting to discuss the City's "Strategic Priorities and Goals." The Council confirmed the City priority to enhance and improve the "Crescent City Experience" for residents, customers, and visitors. The Council also established three primary goals:

1. Support quality services, community safety, and health to enhance the lives of our citizens and visitors
2. Promote a thriving local economy
3. Attain the highest levels of organizational excellence

Crescent City envisions an exciting new future that builds on the City's legacy while simultaneously opening up new possibilities. The City recognizes that a broad community-wide movement has begun to gain momentum in the past several years. This recognition led to the development of nine economic development goals (see page 10), several targeted industry sectors (see page 11), and eight economic districts (see page 12).



ECONOMIC DEVELOPMENT GOALS

As discussed on page 3 above, this plan builds upon the Del Norte County Comprehensive Economic Development Strategy adopted in 2020. A summary of the County-wide economic development goals are presented in Table 2 above. The following goals build upon those and also focus more specifically on the Crescent City area. Each of these goals also form the basis of each of the nine sections of projects/recipes under [Part 3](#) of this document, where each goal is described in detail in the corresponding Section introduction (beginning on page 24). Together, the goals are designed to serve as the objectives for achieving a comprehensive program of economic development in the City. The City cannot solely realize these goals without assistance and partnerships, which is why the first goal strives to build a team that the City can call upon. Also, the City needs a good approach to data acquisition and management, which is the basis of the second goal. The third goal is aimed at simplifying regulations to make it easier for the private sector to launch and expand businesses, while the fourth goal is to actively stimulate private sector development projects. The fifth goal of stimulating job creation will rely on partnerships with the County, SBDC, and others. Public infrastructure, such as streets and harbors, is fundamental to any economic development effort, which is the basis of goal six. The seventh goal centers around tourism, a major industry in Crescent City. The eighth goal focuses on downtown, while the ninth goal emphasizes celebrating the successes of local businesses. Underlying each of these goals are foundational goals that are built into all City efforts.

Image 6: Economic Development Goals



UNDERLYING GOALS BUILT IN TO ALL CITY EFFORTS

Poverty Reduction

Equity and Inclusion

Health (social, cultural, emotional, environmental, mental, physical, and economic)

Youth Development and Empowerment (economic, social, educational, political, and cultural)

TARGET INDUSTRY SECTORS

Built in to the CEDS goals (see Table 2 above), is the acronym “TEAMS,” which captures the business industry sectors that the County-wide strategy deems to be “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

Building upon that framework, the following business industry sectors have been identified as targets for promotion and expansion in the greater Crescent City Area:

Image 7: Targeted Business Industry Sectors



ECONOMIC DEVELOPMENT DISTRICTS

In the development of this documents [goals](#) and [recipes](#), consideration was given to how economic development activities would affect specific geographic areas of the City, which was broken down into the following districts:

Downtown East (Couplet Corridor): The blocks surrounding one-way couplet portions of highway 101 ("M" Street and "L" Street) east of downtown. Covers approximately 82 acres. Land Use designations are predominantly Visitor and Local Commercial with a smaller portion designated General Commercial, Natural Resources, and General Industrial. In this area is a shopping plaza named "Jedediah Smith Square," which includes big-box retailers Tractor Supply Company, Rite Aid, and Safeway. Remaining uses include drive throughs for food service. Opportunities for re-branding.

Downtown: Situated west of Downtown East with K Street as the divider and north of Front Street lies the Downtown District encompassing approximately 193 acres. Land Use designations include Visitor and Local Commercial, Business Professional, Open Space, Public Facilities, and a mix of residential land uses. Within this district are institutions, such as churches, schools, banks, City Hall, Yurok Tribal Office, National and State Parks offices, County Library, Crescent City Police, Del Norte County Sheriff, Del Norte County Courthouse, United States Postal Office, and volunteer fire department. There is also a park with a baseball field and skate park along with some restaurants and housing.

Elk Valley Road Corridor: Located outside of city limits extending east from the South Gateway and covering approximately 242 acres is Elk Valley Road Corridor District. Land Use designations include Light Industrial, General Industrial, General Commercial, County Resources, and residential uses. In this District is Sunset Harbor RV Park, Yurok Food Distribution Program, Hambro Forest Products, Eco Nutrients, and Del Norte Solid Waste Management Authority concentrated along Elk Valley Road Corridor.

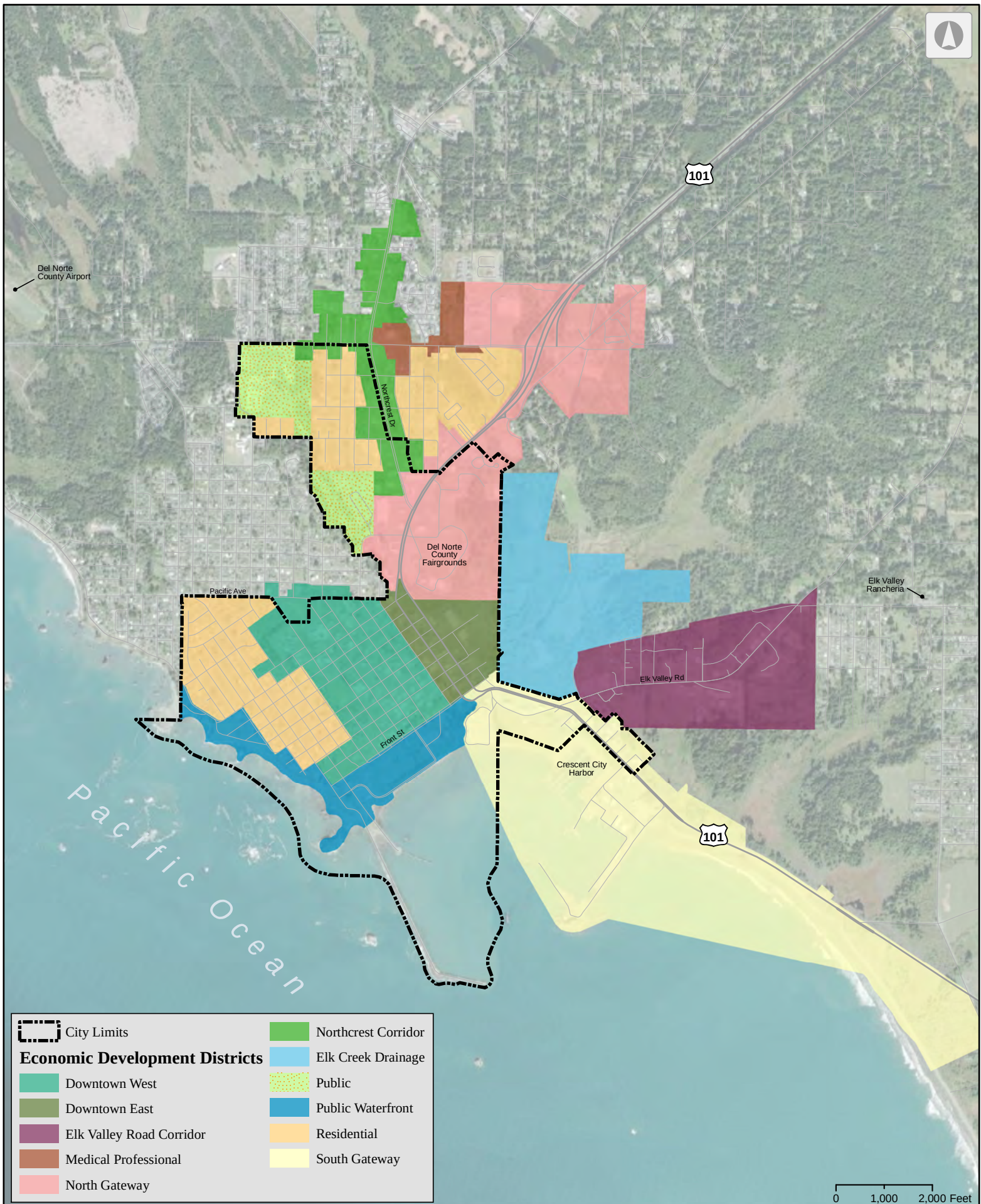
Medical Professional: The Medical Professional District is located outside of city limits, west of Highway 101 along East Washington Boulevard, between the North Gateway and Northcrest Corridor Districts covering approximately 34 acres. This District includes the City's primary care centers, Sutter Coast Hospital and Del Norte Community Health Center.

North Gateway: The North Gateway District is located within and outside City limits, concentrated along Highway 101 and Parkway Drive, and north of the Couplet Corridor and east of the Medical Professional District covering approximately 363 acres. Land Use designations include Visitor and Local Commercial, General Commercial, Light Industrial, Public Facilities, and Natural Resources. This District includes Del Norte County Fairgrounds, big-box retailers such as Home Depot, Big 5 Sporting Goods, Walmart, and CVS Pharmacy along with hotel services, realty services, eateries, and residential uses. Overall, this District is auto centric focused with services including drive-through coffee shops, gas stations, auto rentals, auto parts, and the DMV.

Northcrest Corridor District: Located inside and outside city limits, west of the Medical Professional District, covering approximately 130 acres with development concentrated along Northcrest Drive. Land Use designations are primarily General Commercial and a mix of Residential uses. This District consists primarily of auto focused services with other services focusing on medical, real estate, and eateries. Additionally, the Old Town Center is located in this District.

The Public Waterfront District: Located South of Front Street along the southern and western edge of crescent city, covering approximately 155 acres. Open Space is the primary Land Use designation along with smaller portions designated Public Facilities and Visitor and Local Commercial. This District includes Beachfront Park, Brother Jonathan Park, Battery Point Lighthouse, Crescent City Cultural Center, Northcoast Marine Mammal Center, Oceanfront Lodge, and Crescent City Wastewater Treatment Facility.

South Gateway District: The southern entrance to Crescent City, located within and outside City limits covering approximately 645 acres. Land Use designations include Visitor and Local Commercial, Harbor Related, Harbor Dependent, Harbor Dependent Recreation, Harbor Dependent Commercial and County Resources. This District includes Crescent City Harbor District, Shoreline RV Campground, Bayside RV Park, Ocean World, hotel services, and eateries.



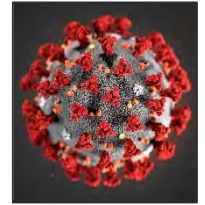
Crescent City Economic Development Districts

PREPARING FOR A POST-PANDEMIC ECONOMY

This document is being adopted by City Council approximately 15 months after the beginning of the quarantine associated with the COVID-19 pandemic. These have been hard months for Crescent City. The County's 2020 unemployment rate rapidly surged from the lowest ever recorded to the highest in 27 years, several locally owned businesses were closed, and some residents found it difficult to see a positive future for the community. However, the people of this City showed remarkable resilience and commitment. A coalition of governments, non-profits, and private businesses formed to establish a



Photo 1: Public Health staff at Mobile Vaccination Site



rapid-response network to help businesses stay afloat. The City and County acquired monies to distribute as business loans and grants. And a general spirit of pride washed through the community at a time when it was needed most. Interest in shopping local surged and many people stepped up to better the community in ways that had never been done before.¹ Hope, passion, and pride are now the reigning emotions among the City staff, and that optimism is fueling the beginning of a whole new era for the community.

Fortunately, the pandemic's quarantine period appears to be ending, with forecasts of normal business operations being projected for later this year. But things will likely never be the same. The pandemic and the associated quarantine probably permanently shifted our national economy and culture in several long-lasting ways. For instance, the financial services company Morgan Stanley modeled four scenarios for the economy after the end of the pandemic, with their base case scenario labeled as "Navigating a New Normal," which projects that the pandemic will lead to permanent economic and cultural changes.² As indicated by the Brookings Institute, we are likely to see "an acceleration of familiar trends,"³ such as on-line retail, adventure tourism, and exurban migration. A comprehensive global analysis of which quarantine habits will "stick" after the end of the pandemic indicates that "forced digital engagement during the pandemic is likely to lead to lasting acceleration of digitization in some areas such as health, entertainment, and grocery shopping" but other trends (such as on-line schooling for elementary students) is not likely to "stick."⁴

Helping the City to prepare for a post-pandemic economy is a big driver of this document. Many of the goals outlined above and many of the recipes (projects) detailed below reflect the City's efforts to prepare for a post-quarantine and post-pandemic economy. This sub-section consists of a synthesis of predictions and projections from global experts regarding the post-pandemic economic trends that Crescent City should be prepared for, summarized in Image 8 below and described in detail in the following pages.

Image 8: Projected Post-pandemic Economic Trends



¹ Image in Photo 1 provided by Wild Rivers Outpost via "Fly Crescent City" in on-line article: "Online Portal Available to Register for COVID-19 Vaccines in Del Norte" by Jessica Cejnar. 2021, March 25. <https://wildrivers.lostcoastoutpost.com/2021/mar/25/online-portal-available-register-covid-19-vaccines/>

² Morgan Stanley Research (2020 July 29). Life in the Time of COVID: Four Scenarios for the Road Ahead. <https://www.morganstanley.com/ideas/coronavirus-us-economic-outlook>

³ Muro, M. (2020 April 14). How COVID-19 will change the nation's long-term economic trends, according to Brookings Metro scholars. Brookings Institute. <https://www.brookings.edu/research/how-covid-19-will-change-the-nations-long-term-economic-trends-brookings-metro/>

⁴ Remes, J. (2021 March). The consumer demand recovery and lasting effects of COVID-19. McKinsey Global Institute.

Prior to speculating about the changes we might experience in the next several years, it may be useful to first engage in a thought experiment by looking deeper into the future. For instance, how will the world be different in the year 2071, fifty years from now? Looking this deep into the future, it is easy to assume that our lives will be unrecognizably different. Yet, very little has changed from fifty years ago. In 1971, most people in Crescent City woke up around 6:00am, ate breakfast, and drove to work. They watched TV in the evenings, took their kids to ball games on the weekends, and looked forward to family time during the holidays. Our phones are now in our pockets instead of being tethered to the wall and far fewer people are employed in the local timber and fishing industries, but overall small town life is generally the same as it was fifty years ago. So, life may continue to be largely the same fifty years in the future. Sure, we will have more efficient cars and virtual-reality computers, but we will likely still be working similar jobs and going to kids' sports events on the weekends. So, the following predictions and projections should be viewed in this big picture context. The world is unlikely to change substantially or rapidly, despite the massive upheavals caused by the pandemic. Despite this probable similarity of life in the future, there is some value in forecasting the types of big societal changes that Crescent City can prepare for. The following is an analysis of the types of changes the world (and Crescent City) may experience and some suggestions on how to prepare for these changes.

What will Crescent City be like in the year 2071?

How much has Crescent City changed since 1971?

Population redistribution: Exurban migration and outside population pressures

According to an analysis of the post-Covid economy by global investment bank Barclays, we may see a decrease in the decades-long trend of rapid global urbanization and a shift towards sub-urbanization and rural living.⁵ Because the pandemic has shown that large urban centers can be perceived as "virus hotspots," many people will want to get away from cities. Also, during the pandemic the world experienced the sharpest ever recorded drop in global carbon output. Because of massive quarantining and a rapid decrease in transportation, inhabitants of large cities temporarily experienced the healthiest air and cleanest skies in their lifetimes. Many urban dwellers will recall those months of cleaner air and will crave a return to easy breathing, which is something they will not get in cities once quarantining is over. Additionally, because quarantining has proven that people can work from a distance (including working from home), some people will see an opportunity to retain their city jobs while living in rural areas. The fact the nation experienced "five times more remote work than before the pandemic could prompt a large change in the geography of work, as individuals and companies shift out of large cities into suburbs and small cities."⁶

Some people will see an opportunity to retain their city jobs while living in rural areas.



It is not only the pandemic that will put this type of pressure on Crescent City to receive outsiders into the population. Several years prior to the pandemic (in 2016), the McKinsey Institute predicted that California would be short by 3.5 million homes by the year 2025 because the population increase is so rapidly outpacing the production of housing.⁷ Per the report, this will put pressure on rural areas to receive the spillover "housing refugees" that are unable to find housing in urban areas. Climate change is another future trend that could draw new residents to Crescent City as other areas of the State become increasingly warmer and as large coastal cities such as San Francisco lose housing units (to either sea level rise or sea level rise policies). This "reversal of agglomeration" was already predicted to impact rural communities; the pandemic is accelerating that prediction in new ways.

⁵ Keller, C. (2020 August 14). The post-COVID economy: The unprecedented disruption caused by COVID-19 is likely to lead to long-term shifts in consumer behaviour, corporate decision-making and government policy. Barclays. <https://www.investmentbank.barclays.com/our-insights/The-post-COVID-economy.html>.

⁶ Lund, S. (2021 February). The future of work after COVID-19. McKinsey Global Institute.

⁷ Woetzel, J. (2016 October). A Tool Kit to Close California's Housing Gap: 3.5 Million Homes by 2025. McKinsey Global Institute.

Despite all of this, as the Brookings Institute notes⁸, the century-long trend towards urban agglomeration is very unlikely to be entirely reversed. People will still be drawn to big cities for opportunities and cultural experiences. However, even a slight change in population patterns could have a huge impact on small rural communities. Even if only a minor fraction of the nation's urban workforce begins seeking an alternate lifestyle, rural areas like Del Norte County could experience a wave of urban expatriates, lifestyle refugees, and retirees seeking a different way of life. For example, Crescent City's population would increase by 10% if only 800 people from the San Francisco Bay Area decided to relocate to the City. That sudden demand for 300 to 400 new housing units would simultaneously be a serious challenge and remarkable opportunity.

Even a slight change in national population patterns could have a huge impact on small rural communities.

These predictions indicate that Crescent City could see an increase in outside population pressures. In planning for such a future, the City will need to update the General Plan to mold desired new growth in ways that are compatible with the community's preferred vision of its future. Suggestions for finding this balance are outlined in Recipe 3C.



Healthcare from a distance: Virtual Healthcare and Telemedicine

One factor that could prevent people from wanting to move to Crescent City is the perception (or potential reality) of limited local healthcare options. Indeed, a survey of community residents issued for this plan in early 2021 indicated that "increased healthcare options" was the number one factor that survey respondents wanted to see in Crescent City, with "more small businesses" and "more things to do" ranked second and third respectively (see "Image 2: Community Survey - Desired Improvements" on page 3). Fortunately, the pandemic accelerated a global trend towards virtual healthcare and telemedicine. Predictions for the future of healthcare are in line with other projections regarding increased rates of working and shopping virtually from home. As summarized by Scientific American, "the pandemic accelerated one of the largest trends in healthcare today: the movement of high-quality healthcare from the hospital and into homes and the community."⁹

Virtual healthcare "telehealth claims" were 25 time higher than normal from February to April in 2020.¹⁰ While utilization of telemedicine is expected to stabilize and in-person medical appointments are likely to become the norm again, the pandemic demonstrated to many people the existence and potential of virtual healthcare. Inevitably, telemedicine will subsequently become more common at a more rapid pace than it otherwise would have.¹¹ One obstacle to growth is the regulatory environment, in which healthcare providers have historically been reimbursed at higher rates for in-person services and required to have additional licensing.¹² These disincentives will reduce the growth of telemedicine without regulatory modifications.

The pandemic demonstrated to many people the existence and potential of virtual healthcare.

An increase in virtual healthcare and telemedicine could be just the answer that Crescent City has been looking for. Not only would this provide increase healthcare options in the Crescent City area, but this would also present an opportunity to recruit doctors and medical professionals that specialize in telemedicine and that are also seeking a more rural lifestyle. Such doctors could live in Crescent City but serve patients in a much larger region, potentially even throughout the country. Thus, Crescent City should embrace, promote, and lobby for telemedicine, as outlined in Recipe 5G. While recruiting doctors to live in Crescent City and work remotely may not immediately seem realistic, the next section indicates that "working from home from a distance" may be a common form of employment in the near future.

Crescent City should embrace, promote, and lobby for telemedicine.

⁸ Muro (n 3).

⁹ Rakowski, R. (2020 June 20). A Vision of Healthcare in a Post-COVID-19 World. Scientific American.

¹⁰ Remes (n 4).

¹¹ Bestsenny, O. (2020 May 29). Telehealth: A quarter-trillion-dollar post-COVID-19 reality? McKinsey and Company.

¹² Chiang, I. (2020 November 6). Zooming into the next phase of care delivery: 10 emerging trends in a post-COVID-19 world. Mobile Health News.



Shifts in employment trends: Virtual workplaces and telecommuting

One of the most common projections of the near future is a shift in employment trends, particularly an increase in virtual workplaces and automation. While these trends were already on the rise prior to COVID, they appear to have been hastened and solidified by the pandemic. Working from home accelerated the use of technologies that were previously feasible but not widely utilized.¹³ For example, this Crescent City Economic Development Strategic Action Plan was written primarily while working from home, City staff provided direction while telecommuting, public meetings were entirely virtual, and City Council approved the document remotely. While all of this was entirely possible two years ago, it would have been unthinkable to suggest that this plan would be developed entirely via virtual meetings.

The phenomenon of telecommuting received a permanent boost due to the pandemic.

The McKinsey Institute found that across the nation, we collectively experienced “four to five times more remote work than before the pandemic.”¹⁴ On the other hand, the study also indicated that only “about 20 to 25 percent of the workforce could work from home between three and five days a week.” The investment bank Barclays projects this number to be closer to 37%¹⁵ and the Brookings Institute estimates that “up to half of American workers” were working from home in April of 2020.¹⁶ These percentages will likely diminish after quarantine is fully over, but the phenomenon of telecommuting received a permanent boost due to the pandemic. “Remote work and virtual meetings are likely to continue, albeit less intensely than at the pandemic’s peak.”¹⁷

Another long-term trend that accelerated during the pandemic is the growing dominance of large technology companies. “Big tech titans—Amazon, Facebook, Google, Microsoft, Apple, Netflix, etc.—will emerge from the crisis stronger than ever. The digital rich will get richer, as stay-at-home workers rely on their remote work tools, video calling, e-commerce, and video streaming.”¹⁸ These and similar firms all increased their workforce during the pandemic, with many of the companies planning to allow a substantial portion of their workforce to remain fully remote even after the quarantine has ended. This shift in attitudes has led to the relatively new phenomenon of “work-from-home-from-a-distance” in which staff not only work from home but also work remotely hundreds of miles away from the corporate office, sometimes in an entirely different time zone.

So, what does this have to do with Crescent City? The number of people in Crescent City that can work from home is likely to be smaller than national averages, primarily because of the type of workforce employed in the City. For example, most jobs in finance, engineering, and architecture can be performed at home, while this is not true for most jobs in tourism, retail, restaurants, and agriculture. Crescent City is more dominant in these “in-person” industries, meaning that a smaller than average proportion of the Crescent City workforce can work from home. It is unlikely that many of the City’s residents are remotely employed by large tech companies. We will also probably not see

a rapid shift towards massive groups of people working entirely from home in rural communities for companies based in big cities. Yet, a massive change is not necessary to move the needle in a community as small as Crescent City. Importing

Importing 100 people that earn six-figure incomes would add over \$10 million to the community’s annual collective payroll.

just 100 people that earn six-figure incomes would add over \$10 million to the community’s annual collective payroll. This is substantial since, according to the US Census, the per capita income of Crescent City is \$12,143 with a population of 7,640 for a total annual collective payroll of over \$92 million. Thus, importing these 100 individuals would increase the collective wealth of the community by nearly 11% while increasing the population by only 1%. There are obvious flaws with this example, including the fact that some of these



¹³ Keller (n 5).

¹⁴ Lund (n 6).

¹⁵ Keller (n 5).

¹⁶ Guyot, K. (2020 April 6). Telecommuting will likely continue long after the pandemic. Brookings Institution. <https://www.brookings.edu/blog/up-front/2020/04/06/telecommuting-will-likely-continue-long-after-the-pandemic/>

¹⁷ Lund (n 6).

¹⁸ Muro (n 3).

100 individuals would likely bring family members with them, thereby skewing the calculations. But the overall concept is still sound: importing remote workers would enhance the City's economy.

An analysis by investment bank Barclays shows that workers in occupations that can be performed at home typically earn more, meaning that Crescent City could see an increase in per capita income by importing people that can work from home: "remote working is typically more suitable for high-skill service jobs and thus is positively correlated with per capita income."¹⁹ Several US cities are already well underway with recruitment efforts to attract such workers. As is shown in the analysis of the first trend above ("population redistribution"), it may not be that hard to recruit high-income residents that bring their jobs with them. Other communities have come to the same conclusion. In fact, throughout the year of 2020 several US cities and States began to literally pay people to move to their communities, in some cases up to \$15,000 per person. In each case, the imported residents are required to bring their work-from-home jobs with them. Some of the communities that are deploying such programs include:

It may not be that hard to recruit high-income residents that bring their jobs with them.

- Benton and Washington Counties, Arkansas: <https://findingnwa.com/incentive/>
- Chattanooga, Tennessee: <https://www.thegigcity.com/geekmove/>
- Savannah, Georgia: <https://seda.org/resources-and-data/incentives-database/creative-incentive/>
- Topeka, Kansas: <https://choosetopeka.com/apply/>
- Tulsa, Oklahoma: <https://tulsaremove.com/>
- The state of Vermont: <https://accd.vermont.gov/economic-development/remoteworkergrantprogram>
- The state of Hawaii: <https://www.moversandshakas.org/>

Other cities are attempting to achieve the same results merely with marketing and no cash incentives. Crescent City could enact a similar program and import lifestyle refugees that bring their jobs and wealth to with them. A suggestion for how to do this is described in Recipes 5B through 5J below.

This concept of importing workers runs contrary to conventional land use planning. Communities are typically urged to consider the concept of "jobs-housing balance" when developing or updating their General Plans. However, this thinking could be disrupted if there is substantial growth in work-from-home-from-a-distance opportunities. If computer programmers working for a large tech firm are allowed to work entirely from home, surely some of them will be drawn to the natural beauty and congestion-free lifestyle of Del Norte County. In such an example, the Crescent City area could confidently produce housing without needing to consider the jobs-housing balance. Given that there is a massive housing shortage in California, the City could entertain the possibility of promoting a substantial increase in medium-income and upper-income housing with the interest of importing employed remote workers. These new residents, and the surge of

Crescent City may be able to create jobs and help existing local businesses merely by creating new housing.

income they would bring with them, would bolster existing local businesses and probably generate the establishment of new businesses, which would in-turn increase the revenue of the City and subsequently allow for an increase in the production of subsidized low-income housing. In other words, the City may be able to create jobs and help existing local businesses merely by creating new housing.

This does not mean the City shouldn't focus on creating jobs. An even bigger win than importing individual workers would be to attract an entire cluster of tech workers from a single company. Even with work-from-home policies, companies will still need some office spaces. To date, such tech offices have consisted of massive singular campus headquarters. The pandemic appears to be disrupting this trend. According to Business Insider Magazine, from this point forward "tech companies will likely adopt a 'hub-and-spoke' model, with satellite offices peppered across the US."²⁰ In such a model, companies will have a headquarters (hub) in a major city with smaller offices (spokes) distributed throughout the country connected via technology systems. While to date these satellite offices have been in major metropolitan areas, there is increasing interest in locating

There is increasing interest in locating corporate outposts in places that can offer a truly different lifestyle.

¹⁹ Keller (n 5).

²⁰ Hartmans, A. (2020 Oct 12). Google is planning to add new 'hub' offices to provide flexibility for employees, and experts say these networks of satellite offices are the future in Silicon Valley. Business Insider. <https://www.businessinsider.com/tech-offices-post-coronavirus-hub-spokes-satellite-model-experts-2020-9>.

corporate outposts in places that can offer a truly different lifestyle. Generally, there isn't much difference between waiting in traffic in San Francisco and waiting in traffic in Houston. But a well-networked modern building in Crescent City could serve as a corporate satellite office for a few dozen workers that would never need to wait in traffic. A suggestion for how to do this is described in Recipe 5C below. Of course, the City's broadband infrastructure would need to be stellar in order to attract such a company. As the Brookings Institute stated, "we'll look back on COVID-19 as a wake-up call that broadband isn't a luxury—it's an essential utility."²¹ Addressing this issue is described in Recipe 6K below.



Metamorphosis of retail: From products to experiences

On a national level, the retail sector was already in trouble prior to the pandemic and the quarantine made things worse, possibly permanently. However, this does not mean that Crescent City's retail storefronts and businesses are doomed. Instead, retail is going to evolve. This is well summarized by William Fulton of the Kinder Institute for Urban Research at Rice University:

Retail is going to evolve.

Amazon will kill off a lot of retailers during the COVID-19 crisis — not just mom-and-pop stores — some sturdy chains as well. But really this is just an acceleration of a trend that was already gaining steam: The demise of most brick-and-mortar retailers and the rise of online, delivery-oriented retailers. Developers will take advantage of this under-used urban space by building housing on old retail sites — again, an acceleration of a trend that's already happening. And once the crisis is over, the move toward bars and restaurants also will accelerate — because if there's one thing that COVID-19 has taught us, it's how essential bars and restaurants have become to social life in America. Urban street life in the future will look something like this: More multifamily housing on old retail sites, more bars and restaurants, more coffee shops, and more ground-floor personal care businesses (hair and nail salons, gyms, yoga studios).²²

At a national level, this trend was already underway (see Image 9 below). Until the year 2017 the total number of employees in the retail trade exceeded the total number of employees in Leisure and Hospitality (which includes all bars and restaurants). Both sets of industries saw a slight decline in the 2008 recession, but Leisure and Hospitality recovered far better and had exceeded Retail in employment numbers by early 2017. Then, at the outset of the COVID-19 quarantine, employment in both industry sectors plummeted, with employment in Leisure and Hospitality dropping to its lowest level since 1988 when the national population was 75% of what it is now.

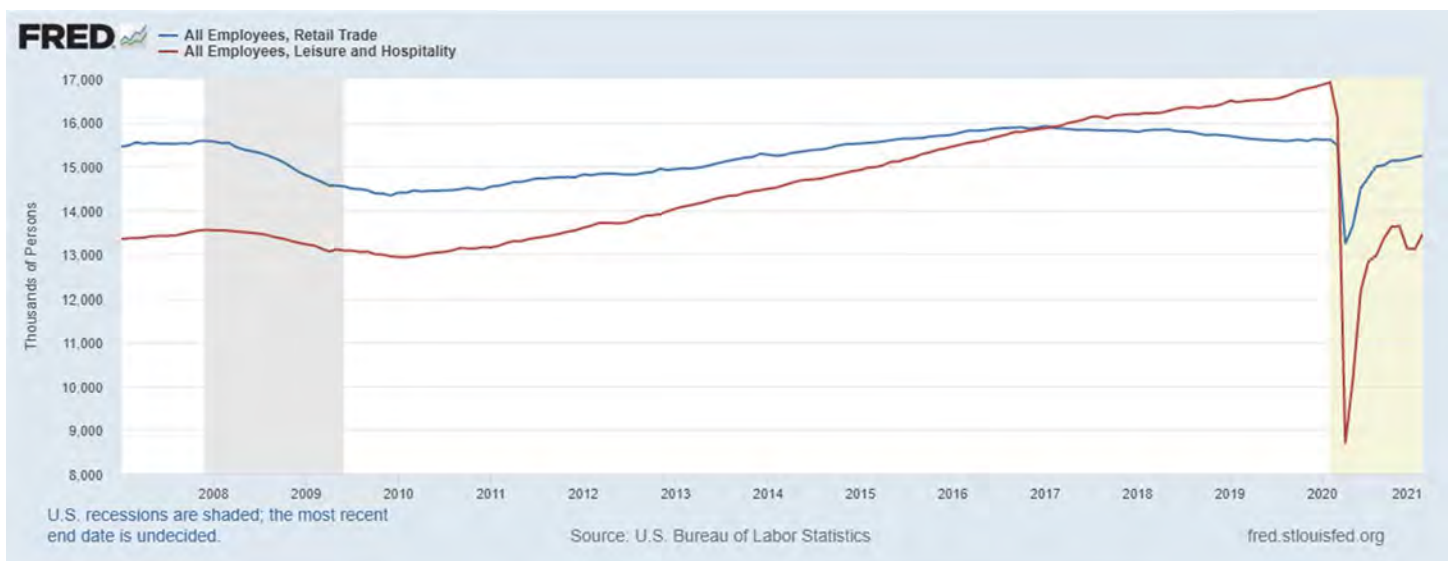


Image 9: National Employment Trends of Retail vs. Leisure and Hospitality

²¹ Muro (n 3).

²² Fulton, W. (2020, March 26). Here's what our cities will look like after the coronavirus pandemic. Rice Kinder Institute for Urban Research. <https://kinder.rice.edu/urbanedge/2020/03/26/what-our-cities-will-look-after-coronavirus-pandemic>

The Brookings Institute predicts that this collapse of employment in Leisure and Hospitality will not be permanent. “Restaurants, in whatever format, will continue to be a growing share of tenants and sales tax generators as other storefronts are impacted by tariffs and e-commerce oligopolies. And the more Americans eat out, the more proximity to food retail will shape office and residential tenant demand, as well as home sales.”²³ A recovery in the restaurant and hospitality industry would be very welcome news for Crescent City. The graph in Image 10 was generated by data provided by the California Employment Development Department. The number of people in Del Norte County employed in the Leisure and Hospitality industry sector (which includes restaurants) had been on a steady rise for the past ten years, but saw a precipitous drop in 2020. Hopeful prospects for improvements in the Hospitality industry are covered in the analysis of the next trend (“the new tourism”).

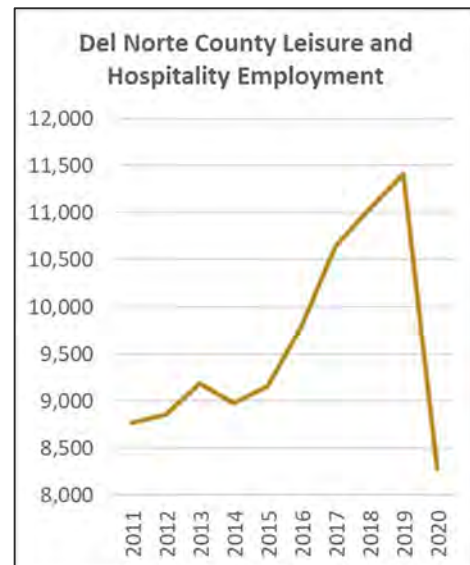


Image 10: Employment in Leisure/Hospitality Industry

The national trends associated with the reduction in the Retail industry will likely hold true for Crescent City to some degree. Traditional retail is probably going to decline from past levels due to on-line shopping. The Food Marketing Institute and Nielsen even predict that by 2024, 70 percent of consumers will conduct some amount of grocery shopping online, accounting for 20 percent of total grocery sales. Yet, the increased numbers of people working and shopping from home will begin to seek opportunities for social interaction in places in which they formerly shopped for clothing. The Brookings Institute calls this “a shift in consumer demand from products to experiences.”²⁴

So, while “stuff-on-the-shelf” retail stores could decrease, service retail stores that allow for some level of social interaction are likely to increase. This will lead to innovative new business models that merge retail with leisure. Examples include bars inside of grocery stores (“grocerbars”), food trucks permanently parked outside of furniture stores, mini-golf inside of big box retail stores, and hatchet-throwing bars at which you can throw hatchets at targets while drinking a beer and wearing a shirt that you just purchased. While we may eventually buy groceries online, we will likely always crave in-person community experiences, such as high school basketball games and farmers markets. Maybe roller rinks and bowling alleys will even make a comeback as working from home and shopping from home leaves people craving social interaction. An increase in these types of “experience-based” service retail establishments would be good for the City. As state above, “more things to do” ranked third in a recent community survey of what local residents wanted more of (see “Image 2” on page 3).

If past trends and national predictions hold true, Crescent City could see a continued decline in brick-and-mortar retail stores and should prepare accordingly. This does not mean that Crescent City should give up on retail. There are several actions that the City can take, including housing units in the downtown area, which would certainly benefit the existing downtown retail establishments. To generate downtown housing the City would need to sanctify multistory residential

Crescent City could see a continued decline in brick-and-mortar retail stores and should prepare accordingly, but this does not mean that Crescent City should give up on retail.

housing projects and ease the entitlement process, which is exactly what is recommended in Recipes 3C and 4B. The City should also undertake direct strategic efforts to retain and promote local retail establishments, as is outlined in Recipe 5A. Perhaps most meaningful would be increasing the number of tourists to the City. While on-line shopping is bound to increase (to the detriment of traditional brick-and-mortar retail stores), retail stores in small tourist towns may be able to rely on the shopping habits of seasonal travelers. Vacationers like to shop in small locally owned stores. Strategies for this are discussed in the next section.

²³ Muro (n 3).

²⁴ Muro (n 3).



The new tourism: Adventure travel, road trips, and "half-tourist workations"

An on-line survey issued to the greater Crescent City area for this plan indicated that survey respondents perceive "tourism" as one of the top terms that best represents Crescent City's future (see Image 3 on page 4). Indeed, a substantial portion of the City's economy relies on tourism. Thus, it is in the City's best interest to study and understand the potential future trends of tourism.

According to an analysis by the McKinsey Institute, the increase in virtual meetings will reduce business travel, which is in turn likely to contract airline networks and increase the prices of flights, thereby impacting leisure travelers.²⁵ The investment bank Barclays predicts that these types of post-COVID factors will result in a "reversal of hypermobility" in

The tourism industry is likely to evolve in new ways due to the pandemic.

which people will fly less often than prior to the pandemic. Though not all analysts agree with this assessment. For instance, author Jaana Remes points out that "9/11 demonstrates that air travel can fully recover and do so quickly, even after the most significant air travel crisis in history."²⁶ Either way, the tourism industry is likely to evolve in new ways due to the pandemic.

While any disruption to the tourism industry would not be good news for Crescent City, a reduction in flight-based vacations would cause a pent-up need to get away from home that would result in more regional day trips and more road trip vacations.²⁷ Road-based travel also allows vacationers to be more self-contained in their vehicles rather than being exposed to massive numbers of strangers in airports, which could be a behavioral trend resulting from the pandemic. A reduction in flight-based vacations and an increase in car-based vacations would lead to a shift in which Crescent City would see more tourists from Portland and San Francisco and fewer tourists from Europe. This is not necessarily a negative outcome as advertising to people within a 300-mile radius is easier than advertising globally. If Crescent City can expect an increase in the regional tourism market and a decrease in the global tourism market, then the City's marketing and advertising efforts should reflect those trends. Of course, this type of big decision cannot be undertaken based on global economic models and forecasts. As outlined in Recipe 7C, the City and County should study this topic closely to optimize its tourism marketing strategy.



Crescent City also has the opportunity to market to "half-tourists" or remote workers that travel to a destination, work remotely from a vacation rental during the day, and then explore the place on the nights and weekends. These "workations" have been popular around the world, with some major destinations attempting to specialize in this form of

Crescent City has the major advantage of being within a five to six hour driving radius of Portland to San Francisco.

tourism. "Destinations hit by the global halt in travel have already started to target nomadic workers to make up for the loss of tourist income."²⁸ Crescent City has the major advantage of being within a five to six hour driving radius of Portland to San Francisco, which is an ideal distance for a casual workation. In addition, the City is in the Pacific Standard Time zone with a population of 53 million people. A workation is most effective when remote workers can stay in their own time zones.

Other trends in the world of travel and tourism are sustainable tourism, community tourism, and the not-so-new concepts of adventure travel and ecotourism. In May of 2020, the United Nations World Tourism Organization developed global recommendations for how to safely resume the world's tourism industry. Among their recommendations was for vacation providers to develop options "focused on nature, rural areas, and... eco-tourism."²⁹ This recommendation is

²⁵ Remes (n 4).

²⁶ Remes (n 4).

²⁷ Keller (n 5).

²⁸ Turner, A. (2020 September 25). The rise of the 'half-tourist' who combines work with a change of scene. The Guardian.

²⁹ World Tourism Organization (2020 May 28): Global Guidelines to Restart Tourism.

likely to persist well beyond the conclusion of the current pandemic. The Millennial generation currently has more people in the US workforce than any other generation and the upcoming generation (Zoomers) are predicted to surpass them by the end of this decade. Both generations consistently show favorable interest in the types of travel that Del Norte County has to offer. This provides Crescent City with an excellent opportunity to invest in strategies to drive tourism to the region, particularly by marketing to younger generations (see SECTION 7: BEAUTIFICATION AND TOURISM ATTRACTION on page 199).

The Millennial and Zoomer generations consistently show favorable interest in the types of travel that Del Norte County has to offer.



An evolving future: New technologies, social expectations, and climate change

Some economists are predicting a “second roaring twenties” referring to a potential repeat of the economic boom that followed the 1918 pandemic. According to a recent analysis by JP Morgan Chase, “consumers accumulated an estimated \$1.5 trillion in excess savings over the past year. As the pandemic wanes, a wave of pent-up demand could be released.”

Either way, boom or bust, the coming ten years will be critical for Crescent City to prioritize economic development.

³⁰ This has led economists at UCLA to predict “another ‘roaring 20s’ with surging economic growth after effective coronavirus vaccines become widely available.”³¹ Though not all experts agree with this sentiment, with some predict an upcoming recession.³² Either way, boom or bust, the coming ten years will be critical for Crescent City to prioritize economic development. So, what else can the City expect in addition to a potential influx of new residents, telemedicine, remote work, and shifts in retail and tourism markets?

Climate change is going to induce massive changes on our society and economy, if for no other reason than the impacts of Federal and State policies. For instance, President Biden announced in late March of 2021 a proposed \$2 Trillion spending plan, which includes \$35 billion for climate change-related research and development and a transition of the federal government’s 600,000 vehicle fleet to electric vehicles, among other climate change related projects. The California State government is certainly going to drive a similar agenda, investing billions into climate change related activities. With State and National Parks in Del Norte County, these policies are bound to impact the County’s economy, probably in positive ways.

Then, there are the physical changes that climate change could perpetuate. While Crescent City will expect the smallest impacts of sea level rise of any coastal city in the State (due to a fortunate coincidence of geology), the harbor and coastal structures are still vulnerable over the long run. Though, the direct physical impacts of climate change in Del Norte County could ultimately be less visible than the indirect impacts caused by climate refugees. The sparsely populated north coast is expected to see a growing influx of transplants as the southern part of the State becomes increasing warmer and as large coastal cities such as San Francisco lose housing units (to either sea level rise or sea level rise policies). All of this will compound on top of the other trends presented above to drive more population to Crescent City (assuming that the needed housing can be generated).

The sparsely populated north coast can expect to see a growing influx of climate refugees from other parts of the State.

One of the expected outcomes of climate change policies is a surge in zero emissions vehicle technology, which is inseparable from self-driving technology. Both innovations will likely come late to Crescent City. Large metropolitan areas will be able to more rapidly develop a higher density of charging stations, making the adoption of electric vehicles a more realistic prospect in big cities. Self-driving cars will also be deployed in cities earlier than in rural areas. The winding roads of Del Norte County, many of which do not have reliable lane markings, will be more challenging for self-driving cars to master than the straight and well-marked streets of a big city. Regardless, both technologies will eventually penetrate the rural north coast, with potential significant economic impacts.

³⁰ Glassman, J. (2021 January 12). Five Economic Trends to Watch in 2021: With several COVID-19 vaccines moving into wide distribution, will the economy continue its rebound in the coming year? JP Morgan Chase. <https://www.jpmorgan.com/commercial-banking/insights/5-economic-trends-to-watch-in-2021>

³¹ Griffith, K. (2020 December 9). Americans should get ready for the ‘roaring 20s’. Dailymail.

³² Stanton, Z. (2021 March 18). Post-Covid America Isn’t Going to Be Anything Like the Roaring ‘20s. Politico.

At this point, every major car company in the world is actively preparing to deliver both electric vehicles and self-driving vehicles to the market within the coming decade. This will cause further compounding of the other trends outlined above. Once cars are fully automated, an employee can work while their vehicle does the driving. This will make remote work even more viable. A person that works in a Silicon Valley company but lives in Del Norte County could report to their corporate office once each month, with the five-hour commute time in each direction being productive working hours. But what about the long stretches of roadway that do not have mobile signals? The privatization of the space exploration industry is solving that problem, with the advent of satellite-based broadband internet. As of April of 2021, the company SpaceX has over 1,300 satellites in earth orbit, has approval from the FCC to deploy up to 12,000, and is planning to ultimately have 30,000 in active use. This will of course also accelerate work-from-home options, with high-quality broadband available literally everywhere on the planet. Self-driving cars and uninterrupted internet access will also make road trip vacations more common. While all of this may seem like farfetched science fiction, connecting every house in the nation to an electrical grid seemed equally unrealistic just 100 years ago. In 1921, only 35 percent of American households had electricity.³³

While all of this may seem like farfetched science fiction, connecting every house in the nation to an electrical grid seemed equally unrealistic just 100 years ago.

Another compounding factor will be innovations in “Extended Reality” (XR), which an umbrella term for virtual reality and augmented reality. Workers will be even more productive when they are able to enter virtual reality conference rooms in their self-driving cars during their five-hour commutes from Del Norte County to the Bay Area. The technologies associated with XR will also make telemedicine more effective. And, vacationing in a self-driving car with augmented reality window screens would also be an outstanding way to experience Del Norte County’s scenic roadways.

The most extreme upcoming technological innovation is artificial intelligence, the potential economic impacts of which are so profound that there are beyond the scope of this already ambitious analysis of future trends. The economic disruptions that would result from computers that exceed our own intelligence could be horrifying but could also be truly delightful. Other potential future innovations that could affect Crescent City’s economy in unpredictable ways include 3D printing, the hyper automation of manufacturing, and the proliferation of drones for deliveries, mapping, farming, conservation, and other uses. Each of these could cause further compounding of the other trends outlined above.

Each of these could cause further compounding of the other trends outlined

A final change that could have unpredictable impacts on our economy is the evolving social expectations of upcoming generations, particularly the Zoomer Generation (born between 1996 and 2010) and Generation Alpha (born after 2010). These generations are by far the most racially-diverse in US history, have a relationship with technology unlike any of their predecessors, and have a work ethic that emphasizes work-life balance and flexible hours. The rise in social and racial equity are bringing irreversible changes to our society.



Back to normal: Persuing a hundred small wins

As stated at the beginning of this section, the above predictions and projections should be viewed in a big picture context. The world is unlikely to change rapidly, despite the massive upheavals caused by the pandemic. Instead, life will largely return to normal, but our economy and society have likely been push in a new direction. There will be a shift in population trends, more people will work from home, healthcare will become virtual to some degree, retail and tourism will evolve, and technologies will lead to unpredictable changes. None of these predicted changes will be felt immediately, but the City can influence some of their trajectories. The recipes (projects) outlined in the following pages are design in part to respond to the impacts of the COVID pandemic and anticipated future changes.

³³ Mühleisen, M. (2018, June). The Long and Short of The Digital Revolution. The International Monetary Fund.

Part 3:

Economic Development Actions (Recipes)



The remainder of this document is structured to resemble a “cookbook” (or an instruction manual) with economic development projects presented as “recipes.” Like the recipes in a cookbook, the projects herein can be “prepared” when the City finds that it has the right “ingredients” to tackle one of these projects and if the City Council determines that the project is a priority. City staff and/or other responsible parties can then follow the step-by-step instructions to prepare the project for the community to enjoy. And as is the case with a cookbook in a family’s kitchen, the City does not need to like every recipe in this document. Even if the City only uses 10% of the recipes herein, this book still has value. Also like a cookbook, this document is designed as a teaching tool. Once the City makes a few recipes, staff will become “better cooks” and will be even better at preparing future recipes. Some recipes may inspire the City to cook up a different dish. In fact, the true test of a cookbook’s value is if it teaches and inspires the user over time to create their own recipes. Each recipe falls within one of nine sections, each of which aligns with the [goals](#) presented above.

ECONOMIC COOKBOOK SECTION 1: ECONOMIC DEVELOPMENT TEAM AND PARTNERSHIPS

- Recipe 1A: Give Away This Plan
- Recipe 1B: Create New Econ Dev Staff Position
- Recipe 1C: Create Economic Development Commission
- Recipe 1D: Econ Dev Webpage
- Recipe 1E: Staff Training and Prioritization Towards Business-Friendly Practices
- Recipe 1F: Economic Development Training
- Recipe 1G: Focus on Youth
- Recipe 1H: Enhance Tribal Relationships
- Recipe 1I: Partner with Area Tribes
- Recipe 1J: Partner with College of the Redwoods
- Recipe 1K: Partner with Del Norte School District
- Recipe 1L: Partner with Healthcare Institutions
- Recipe 1M: Partner with Pelican Bay State Prison
- Recipe 1N: Partner with Chamber of Commerce
- Recipe 1O: Other Key Partnerships
- Recipe 1P: Tri-Agency Economic Development Authority
- Recipe 1Q: Create Economic Development Coalition
- Recipe 1R: Del Norte Made
- Recipe 1S: Enhance and Upgrade Sister City Relationship
- Recipe 1T: Seek Help from GoBiz
- Recipe 1U: Seek Help from League of California Cities
- Recipe 1V: Evaluate CALED Membership
- Recipe 1W: Leadership Del Norte Program
- Recipe 1X: Circles of Support and Community Care Days
- Recipe 1Y: “New Ideas!” Speaker Series
- Recipe 1Z: Request New Recipes and Accept All Submittals

ECONOMIC COOKBOOK SECTION 2: DATA GATHERING AND ANALYSIS

- Recipe 2A: Cost of Doing Business Analysis
- Recipe 2B: Vacancy Rate Analysis
- Recipe 2C: Grant-Availability Inventory
- Recipe 2D: Ten Year Sales Tax Analysis
- Recipe 2E: Conduct Visitor Analysis
- Recipe 2F: Improve and Promote the City’s ParkScore®

ECONOMIC COOKBOOK SECTION 3: SIMPLIFY AND STREAMLINE REGULATIONS

- Recipe 3A: Business Outreach Program
- Recipe 3B: Business Liaison Program
- Recipe 3C: Economic Development in the General Plan and Zoning Code
- Recipe 3D: Business License Innovation
- Recipe 3E: Cannabis Businesses
- Recipe 3F: Development Fees Comparison
- Recipe 3G: Local Business Contracting Policy

ECONOMIC COOKBOOK SECTION 4: STIMULATE HOUSING AND DEVELOPMENT

- Recipe 4A: ADU Program
- Recipe 4B: 100 New Housing Units in Permit Pipeline
- Recipe 4C: Downtown Housing 40 Unit Plan Recipe
- Recipe 4D: Housing Developer Incentive Program
- Recipe 4E: Promote and Enhance Enterprise Zone
- Recipe 4F: Housing Creator Awards

Recipe 4G: Plan, Buy, Build Month

ECONOMIC COOKBOOK SECTION 5: RETAIN/CREATE JOBS

Recipe 5A: Business Retention
 Recipe 5B: Business Recruitment
 Recipe 5C: Recruit Tech Companies
 Recipe 5D: Recruit Distance-Workers
 Recipe 5E: Recruit Government Jobs
 Recipe 5F: Recruit Niche Manufacturing
 Recipe 5G: Recruit Telemedicine Businesses
 Recipe 5H: Recruit self-driving car companies
 Recipe 5I: Recruit drone delivery companies
 Recipe 5J: Recruit other cutting-edge industries
 Recipe 5K: Accelerate Crescent City's Electric Car Market
 Recipe 5L: Kitchen Connect
 Recipe 5M: Home Based Business Development
 Recipe 5N: Support and Promote Fishing Businesses/Jobs
 Recipe 5O: Establish a Business Incubator Program
 Recipe 5P: Fairgrounds Enhancements
 Recipe 5Q: Business Loan and Micro-Finance Program
 Recipe 5R: Annual Student Entrepreneur Event

ECONOMIC COOKBOOK SECTION 6: INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

Recipe 6A: City Management Plan
 Recipe 6B: Think of all City Activities as Economic Development
 Recipe 6C: City-owned Property Strategic Plan
 Recipe 6D: Front Street Improvements
 Recipe 6E: Beachfront Park Master Plan
 Recipe 6F: B Street Pier Strategic Plan
 Recipe 6G: Elk Creek Park Strategic Plan
 Recipe 6H: Parks and Recreation Strategic Master Plan
 Recipe 6I: Enhancement of Public Lands Recreation Opportunities
 Recipe 6J: Transportation Expense Pooling
 Recipe 6K: Broadband expansion
 Recipe 6L: Recruit Wind Farms
 Recipe 6M: Utility Undergrounding
 Recipe 6N: New City Hall
 Recipe 6O: Support Harbor Facilities Improvements and Expansions
 Recipe 6P: Support Regional Transportation Infrastructure Improvements
 Recipe 6Q: Enhancements to Pedestrian and Bicycle Infrastructure

ECONOMIC COOKBOOK SECTION 7: BEAUTIFICATION AND TOURISM ATTRACTION

Recipe 7A: Strategic Arts Plan
 Recipe 7B: Recruit Cruise Ships and Tour Buses
 Recipe 7C: Tourism Marketing
 Recipe 7D: Attract More Day Visitors
 Recipe 7E: Brownfields Grants
 Recipe 7F: Custom City Brand
 Recipe 7G: Hotel Capacity and Occupancy Analysis
 Recipe 7H: Attract Modern High-End Hotel
 Recipe 7I: Annual Crescent City Ocean Warrior Award
 Recipe 7J: Crescent Summer Scavenger Hunt
 Recipe 7K: Lead the Creation of Regional Events
 Recipe 7L: North Coast Rain Festival
 Recipe 7M: Stimulate More Local Events
 Recipe 7N: Utility Box Program

Recipe 7O: Lighthouse Cove RV Park
 Recipe 7P: Wayfinding Signage Expansion
 Recipe 7Q: Support Tribal Tourism
 Recipe 7R: Collaboration with Airport
 Recipe 7S: Performing Arts Center
 Recipe 7T: Fountain Plaza and 3rd Street Alley
 Recipe 7U: Crescent City Redwood Canopy Walk
 Recipe 7V: Music and Arts Capital

ECONOMIC COOKBOOK SECTION 8: DOWNTOWN ENHANCEMENT

Recipe 8A: Re-envision Downtown
 Recipe 8B: Plan for Substantial Downtown Housing Growth
 Recipe 8C: Start with One Block
 Recipe 8D: Community Design Contest
 Recipe 8E: Keep Public Buildings Downtown
 Recipe 8F: Downtown Arts District
 Recipe 8G: Library Enhancement Plan
 Recipe 8H: Enhanced Infrastructure Finance District
 Recipe 8I: 2021 Vacant Property Leadership Institute
 Recipe 8J: Technical Assistance Training for Downtown Businesses
 Recipe 8K: Vacancy-reduction Carrots and Sticks
 Recipe 8L: Eliminate One Key Vacancy
 Recipe 8M: Pop Up Business Program
 Recipe 8N: Downtown Business Startup Incentive Program
 Recipe 8O: Recruit a Downtown Anchor Tenant
 Recipe 8P: Allow Etailers and Refractors
 Recipe 8Q: Highway 101 Improvements through Downtown East
 Recipe 8R: Hanging Flower Basket Program
 Recipe 8S: Tree Well Adoption Program
 Recipe 8T: Downtown Beautification Club
 Recipe 8U: Façade Improvement Program
 Recipe 8V: Phantom Art Gallery Program
 Recipe 8W: Downtown Parklet Program

ECONOMIC COOKBOOK SECTION 9: BUSINESS RECOGNITION AND ACKNOWLEDGEMENTS

Recipe 9A: Business of the Year Program
 Recipe 9B: Shop Local Campaign
 Recipe 9C: Apply for Awards
 Recipe 9D: Volunteer of the month program
 Recipe 9E: "If I were Mayor contest"
 Recipe 9F: Host an Economic Development Potluck



SECTION 1: ECONOMIC DEVELOPMENT TEAM

Summary

Truly successful economic development requires a team, partnerships, and coordinated efforts. This section is devoted to creating and expanding a City economic development team, shifting focus at the City towards economic development, enhancing existing partnerships, and establishing new partnerships. Through the economic development team and partnerships, the City will have the foundation to implement the projects identified throughout this plan.

Challenges and the Sources of Challenges

No staff members at the City or County are exclusively dedicated to economic development, nor has the City or County prioritized funding for a dedicated staff position. While there are several organizations dedicated to business development, there is no unifying organization or coalition. Currently, the City does not have a main point of contact leading the charge on economic development. Without a main point of contact for economic development, it can be difficult to implement projects. By identifying a main point of contact for economic development, this individual can focus solely on the economic development health of the City. Limited staff time and limited funding are continual challenges for the City to incorporate economic development into their existing departments.

Vision of the Future

The City envisions a united economic development network of partnerships that seamlessly works together to complete the projects identified in this plan and other related initiatives.

Section 1 Recipes

- Recipe 1A: Give Away This Plan
- Recipe 1B: Create New Econ Dev Staff Position
- Recipe 1C: Create Economic Development Commission
- Recipe 1D: Econ Dev Webpage
- Recipe 1E: Staff Training and Prioritization Towards Business-Friendly Practices
- Recipe 1F: Economic Development Training
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- Recipe 1V: Evaluate CALED Membership
- Recipe 1W: Leadership Del Norte Program
- Recipe 1X: Circles of Support and Community Care Days
- Recipe 1Y: "New Ideas!" Speaker Series
- Recipe 1Z: Request New Recipes from Everyone and Accept All Submittals

1A: Give Away This Plan

Ingredients

- Email
- Photocopier
- Local copy shop

Time Required

This recipe will require anywhere between one hour (to send a few emails) and a few dozen hours (to make copies and deliver/mail them).

Budget

Anywhere between \$0 and \$6,500. Per a quote provided by a local copy shop, printing one double-sided bound color copy of this document would cost approximately \$130. To print 50 copies would cost approximately \$6,500. Shipping a single document would cost approximately \$10, so shipping 50 copies would cost about \$500. These costs can be deferred by printing the documents with City equipment or by simply emailing electronic copies.

Description

City staff will never be able to enact everything in this plan without help. There are simply too many projects! Plus, economic development is more engaging and effective with a team. So, this first recipe is about giving away this plan in order to inspire others and to recruit assistance. Make copies of this plan and give them away to anyone that will take one. Provide free copies for the public at City Hall, the library, the visitor's center, and prominent locations. Give a copy to the County and the School District and the Chamber of Commerce and every active entity in the Crescent City area. Hopefully the Chamber of Commerce will select a recipe or two that they would like to lead. Perhaps the County will be inspired to tackle a few projects on a county-wide basis, to the benefit of the City. Maybe a few local business owners will try one or two.

But don't stop there. Send electronic versions of this plan to the City Managers and economic development staff of other cities and encourage them to copy or be inspired by the contents of this document. Wholeheartedly declare that Crescent City gives away full rights of this document. Be clear that everyone has unrestricted permission to enact any and every recipe in this plan, whether they are doing so in Crescent City or in some other community. Perhaps a community 300 miles away will borrow some of these ideas and enact them in their own towns. Even though this will not directly benefit Crescent City, that community will know and remember that they were inspired by Crescent City. And their success will become our success. They will look to Crescent City as the region's economic development leader. And they will find a way to repay us in time, even come for a visit to tour our successes. Someday, they might send some great ideas our way. So, give away this plan. Make copies and send emails. Find partners. And encourage everyone to further the goals set forth in this document by cooking up some economic development recipes.

Directions

1. Strategy for distributing this document:
 - a. Hold a staff meeting to identify recipients to whom you will send the plan.
 - i. Generate the list of recommended recipients from the list provided in Table 3 on page 8).
 - b. Confirm this strategy with City Council.

- i. Present the concept of this recipe to City Council.
 - ii. During staff presentation, also share the above list with Council to confirm the list of organizations to whom the document will be sent.
 - iii. Confirm that Council wants staff to proceed with “giving away this plan” to local organizations with the intent of inspiring others and recruiting assistance.
 - iv. Confirm the print budget (if applicable).
2. Physical copies versus digital copies.
 - a. Once the final list of recipients has been determined, decide which organizations will receive physical copies and which organizations will receive digital copies.
 - b. Determine if the City will provide any free physical copies to the public (such as at the counter at City Hall or at the public library).
 - c. Once a final number of physical copies has been determined, either print copies at City Hall or at a local copy shop (see budget section above).
3. Distribute plan.
 - a. Key elected officials and/or key staff members should hand deliver physical copies when possible.
 - b. Mail physical copies when hand-delivery is not feasible.
 - c. Send electronic versions to the other organizations. It is recommended that an electronic version of this document is sent to every entity listed in Table 3 (page 8), even if some of the entities are also receiving physical copies.
4. Recruit partners and allies to complete recipes.
 - a. Once all of the City’s “most likely allies” have received copies of this plan, encourage them to take responsibility for a recipe or two.
 - b. Send follow up emails periodically to inspire others to engage in Economic Development.
5. Receive criticism willingly and gratefully.
 - a. Hopefully, several organizations call City staff to point out that their organization should be better represented in this document or that their envisioned project is not included in the list of recipes.
 - b. Embrace this as a sign of success. If people/organizations feel left out, that means that they see the value of this document and that they want to be a part of it.
 - c. Celebrate their participation and encourage them to write their own recipes. Then add their recipes to updated versions of this document.
 - d. Encourage each critic to cook up a recipe. Cheer them on!

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- City elected/appointed officials

Pairs with...

This recipe pairs well with all the other recipes in this cookbook because the City’s partners and allies could complete some of the recipes on their own.

Districts Served (see page 12)

This recipe has the potential to serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1B: Create Staff Position

Ingredients

- Fiscal Year Budget
- Cost comparison analysis
- Phone calls to other jurisdictions
- Job description template
- Recruitment process

Time Required

Approximately 24 to 80 hours of staff time. Alternately, the City could hire a human resources consultant or temp agency for assistance (see budget below).

Budget

Approximately \$15,000 per year for an unbenefited part-time position to \$85,000 for a full-time benefited position. The same budget could be dedicated to a consultant.

Description

Even with a network of partners as described under the recipe above, nothing will be as effective in accomplishing the goals of this plan as creating and budgeting for an economic development staff position. Currently, Crescent City does not have a designated staff person dedicated to economic development. Instead, economic development related duties are either completed by staff members in various departments (such as City Manager, Finance, or Recreation) or economic development related activities are not conducted. When a prospective business calls or a grant opportunity arises, the City does not have anyone specifically assigned as main point of contact leading the charge on economic development, job creation, or other related activities. This is not surprising as it is rare for a City of this size to have a designated position. However, Crescent City can be bold and prioritize economic development in a way that it never has before. A dedicated staff position would have the important role of accomplishing the goals of this plan, advancing strategic partnerships, and coordinating economic development projects within Crescent City and the broader region. An economic development staff position would also work closely with the Crescent City business community to provide businesses support, retention, and outreach efforts. The position could be part-time or full-time with only half of the person's assigned duties dedicated to economic development. Alternatively, the City could budget to hire a qualified professional consultant to serve as the City's contract economic development staff.

Directions

1. Cost Comparison Analysis. There are two options: create a new City staff position or hire a consultant.
 - a. Compare the costs of hiring a full or part time City staff position versus hiring an outside consultant.
 - b. Comparable City staff positions may include Assistant Planner, Associate Planner, and Senior Planner as comparisons for salary and benefit ranges.
 - c. Review the consulting budgets and comparable staff budgets of other communities (see Table 3 on page 8 for potential jurisdictions to call upon).
2. Seek grant funds.

- a. The City may qualify for a range of potential grants that could partially or completely fund a position (or consultant).
- b. Potential grant/partner sources include:
 - i. CDBG
 - ii. EDA
 - iii. The California Endowment
 - iv. USDA
 - v. Others
- c. Check with each of the above to determine the feasibility of acquiring a grant/shared funding for a temporary, permanent, part time, or full-time position, or consultant.
3. Fiscal Year Budget Analysis. If a grant cannot be acquired to fully cover the cost,
 - a. Review the annual budget with City Council and determine if funds can be dedicated to prioritizing economic development. The 20/21 City budget calls for \$69,575 for a City Planner and Economic Development Specialist. With full benefits, the annual cost to the City could exceed \$85,00/year.
 - b. Identify other activities that could use enhanced staffing and consider hiring a full-time staff member that would have two roles (such as Economic Development Specialist and Recreation Coordinator, or Economic Development Specialist and Planner). Alternatively, consider hiring a part-time staff member for economic development only.
 - c. If a full-time or part-time staff position is not feasible, consider hiring an economic development consultant.
 - d. Identify a realistic budget and get City Council approval through the budget process.
4. Hire a staff member or consultant.
 - a. Create a job description based on City template and/or by borrowing from the job descriptions of other communities (see Table 3 on page 8 for potential jurisdictions to call upon). Complete the standard City hiring process.
 - b. The new economic development staff member could serve under an existing City/County Department (e.g., Recreation, Finance, or Community Development) or under the City Manager's Office.
 - c. Alternatively, dedicate the funds to hiring a consultant for one or more years to serve as contract staff. Develop and release a request for proposals (RFP). If funding is very limited, consider hiring a consultant to complete a single recipe (costs will vary depending on the recipe selected).
5. Assign the staff member (or consultant) to:
 - a. Receive direction from the City Manager or Department Head to confirm the goals and priorities in this document.
 - b. Present to City Council to receive their confirmation regarding priorities.
 - c. Implement or facilitate the recipes throughout this document as directed by Council.
 - d. Serve as ombudsman (i.e. business liaison) to prospective developers and business owners.
 - e. Acquire grants to further fund the position and other recipes in this document.
6. Alternatively, instead of having the City complete each of the above tasks, propose that the County creates an Economic Development position and/or hires a consultant. Or, the City and County could split the cost and have a shared staff member or consultant. In the case of a "shared staff member," one agency would hire and employ the individual while the other agency would reimburse half of the cost and be allocated half of the person's time.

Which goals are addressed?

This recipe has the potential to address all the [goals](#).

Who can make this recipe?

- City staff
- County staff
- Consultant (hired by one of the above)

Pairs with...

This recipe pairs well with all the other recipes in this cookbook because the staff member could be directed to complete priority recipes.

Districts Served

This recipe has the potential to serve all the districts.



1C: Econ Dev Commission

Ingredients

- Municipal Code Amendment
- Staff Report
- City Council Meeting
- Recruitment Materials

Time Required

Approximately 24 to 48 hours of staff time to create the Commission. Approximately 4 to 32 hours per month of staff time to manage and facilitate the Commission.

Budget

Internal Staff time only. Potential nominal costs to print agenda packets (though this plan recommends going entirely digital).

Description

Some cities establish an Economic Development Commission (or committee) to serve in an advisory capacity to the Council, primarily making recommendations regarding economic development plans, business loan approvals, promoting local businesses, and other activities that have the potential to impact or influence the local economy. Sometimes, such commissions have additional powers and responsibilities, such as approving loans, selecting businesses of the year, and conducting in-person business outreach efforts. Typically, such bodies are appointed by City Council in the same manner that Planning Commissions are appointed and meet once per month. Of all the cities in the surrounding region (listed in Table 3 on page 8), the only communities with an economic development commission/committee are Mt Shasta, Blue Lake, Arcata, and Eureka. The City of Mt Shasta also has a "Beautification Committee" and a "Downtown Enhancement Advisory Committee," while the City of North Bend (Oregon) has an "Urban Renewal Agency" (a.k.a. committee). This recipe provides instructions regarding how to create such a commission. A "Crescent City Economic Development Commission" could be helpful in prioritizing the recipes in this document, recruiting organizations to implement some of the recipes, and in executing some of the recipes.

Directions

1. Cost benefit analysis
 - a. Host a meeting with City staff and/or City Council.
 - b. Explore the bylaws of similar committees/commissions from other communities.
 - c. Develop drafts for each of the following on a conceptual level to help evaluate the potential of creating a commission:
 - i. Mission, vision, and purpose of the commission.
 - ii. Number of meetings per year (bi-monthly, monthly, or quarterly).
 - iii. Staff members responsible for producing staff reports and facilitating the commission.
 - d. Identify the types of activities that the commission would address at their meetings. Examples include:
 - i. Volunteering to complete recipes throughout this document (and/or recruiting volunteers).
 - ii. Periodic reviews and revisions of the City's economic development strategic plan. The City Council could choose to delegate approval authority to the commission. It is recommended that the system is set up such that the City Council approves modifications to the document, but must receive recommendations

and feedback from the Commission prior to final approval. It is not recommended for the Commission to have complete authority over the plan as City Council should be making the final decisions regarding the City's economic development activities, though full authority may be delegated to the Commission if that is the desire of the City Council.

- iii. Comments and suggestions regarding the Countywide five-year Comprehensive Economic Development Strategy (CEDS).
- iv. Review and commentary of proposed or potential ordinances that would regulate businesses (such as new food truck ordinances or cannabis ordinances). Such review and commentary could be issued as recommendations to staff, to the Planning Commission, to the City Council, and/or all three. Because of mandates established in State law, the Planning Commission and/or Council must retain final authority over discretionary land use decisions.
- v. Review of economic development related grant applications (such as CDBG grants). The City Council could delegate approval authority to the commission. It is recommended that the City Council approves such decisions, but must receive recommendations and feedback from the Commission.
- vi. Selection of business of the month and/or business of the year.
- vii. Recommendations or approvals of city-issued loans (such as CDBG small business assistance loans).
- viii. Establishment of sub-committees that could accomplish specific tasks (such as business outreach efforts).
- ix. Other possibilities as determined by City staff or directed by City Council.
- e. Discuss and evaluate the costs and benefits of establishing a commission.
 - i. Costs
 1. Likely minimal budgetary costs (IT support, printing costs, some overtime possible for City staff).
 2. Likely 4 to 32 hours of staff time each month to manage and facilitate the commission.
 - ii. Benefits
 1. The City will be gaining the time, passion, and ideas of five to seven committed volunteer residents and/or volunteer business owners dedicated to advancing the City's economic development goals.
 2. Identify other potential benefits. See list above of potential activities that could be assigned to the commission.
- f. Strategize to determine if it is possible to reduce the anticipated costs. For instance, could the commission meet quarterly to reduce the amount of required staff time?
- g. Determine if the benefits outweigh the costs. If so, proceed with the rest of these steps.
2. Create Commission.
 - a. Based on the preliminary work conducted above, finalize the mission, vision, purpose, and designated activities of the commission.
 - b. Draft municipal code language to create the commission, including the composition, terms of office, roles of officers, and appointment procedures.
 - c. Create staff report and bring item to City Council.
 - d. Amend the municipal code by Ordinance.
3. Recruit and appoint members. Encourage council members to spread the word that the City is seeking passionate individuals that can contribute to the City's economic development goals by serving as a volunteer commissioner.
4. Hold meetings as scheduled.
5. Another option is to encourage the County to create an Economic Development Commission.

Which goals are addressed?

This recipe has the potential to address all the [goals](#).

Who can make this recipe?

- City staff
- County staff
- Volunteers

Pairs with...

This recipe pairs well with all the other recipes in this cookbook, particularly:

- 1B: Create Staff Position

Districts Served

This recipe has the potential to serve all the districts.



Crescent City, California
Where the Redwoods Meet the Sea

Select Language

How Can We Help?

52°F mist

YOUR GOVERNMENT

DEPARTMENTS

SUPPORT FOR RESIDENTS

TIPS FOR VISITORS

TOOLS FOR BUSINESS

I WANT TO...

ECONOMIC DEVELOPMENT TEAM

1D: EconDev Webpage

Ingredients

- Content from this document
- Ideas from the webpages of other communities
- Software program

Time Required

24 to 80 hours of staff time.

Budget

Between \$0 and several thousand dollars to hire a web designer.

Description

The overall objective of this recipe is to create and maintain a webpage specific to the City's economic development programs and services. A "webpage" is a portion of the existing City website, such as the link to the "Finance Department" or the link to the "City Council." This new webpage could include a range of information and functions that would further the City's economic development goals. Note that the City could also create a standalone website that would be entirely separate and independent from the City's official website. While some jurisdictions have separate websites, this recipe is to develop a more basic webpage within the City's website as a full standalone webpage is not necessary. In addition, an embedded webpage is easier for users to find, requires less IT support, would have a lower cost, and is easier to maintain.

Directions

- Visit examples of existing economic development websites and webpages to see what other jurisdictions are doing:
 - Examples of webpages from other cities in the region include:
 - Coos Bay: <http://coosbay.org/departments/economic-development>
 - Brookings: <https://www.brookings.or.us/121/Economic-Development>
 - Arcata: <https://www.cityofarcata.org/188/Economic-Development>
 - The following standalone websites are considered among the best for local jurisdictions:
 - Petaluma: <https://petalumastar.com/about-us/>
 - Santa Cruz: <http://www.choosesantacruz.com/>
 - Parker, CO: <http://www.parkered.org/>
 - Junction City, KS: <http://www.jcgced.com/>
 - Dallas, TX: <https://www.dallasecdev.org/>
 - Ramsey County, MN: <https://www.ramseycountymeansbusiness.com/>
- Identify needs and purposes:
 - While reviewing the above websites, identify components that could be useful in Crescent City.
 - Examples of content that could be created and presented on a Crescent City economic development webpage:
 - An inspirational sentence or paragraph about why a business should invest in Crescent City. Copy content from the EXECUTIVE SUMMARY of this document.
 - Frequently Asked Questions about economic development topics, such "How to Start a Business" in Crescent City
 - Contact information for a liaison to answer questions re: how to start a business, how to get a permit, etc.

- iv. Links to partner organizations/entities specializing in economic development, such as the Small Business Development Center and the Del Norte Association of Realtors. Create a webpage version of Table 3 on page 8 and add weblinks to each of the entities listed.
 - v. Links to other pages on the City website, particularly links associated with starting a business (such as business license application).
 - vi. Links to the documents described under the sub-section "RELATIONSHIP TO OTHER STUDIES/DOCUMENTS" on page 7 above.
 - vii. Links to other important documents, such as this document.
 - viii. Highlights from past "Business of the Month" and/or "Business of the Year"
 - ix. Information regarding City-specific business loan & grant programs
 - x. COVID-19 business resources (if still applicable)
 - xi. Volunteer opportunities
 - xii. Content copied directly from this document, such as:
 1. Business Testimonials
 2. Economic Development Goals
 3. Industry Sectors
 4. Inspiration messages from the Mayor and City Manager
 5. What is Economic Development?
 6. The word cloud from the Public Engagement section
 7. Economic Development Districts
 8. Specific recipes that could be completed by community volunteers.
3. Form a committee to select content.
 - a. Select three to five City staff members to serve on a committee.
 - b. Using the instructions provided above, each member of the committee should independently identify what they believe should be on the webpage.
 - c. The committee should meet and agree upon the content to be added.
 - d. The committee presents their recommendation to the City Manager and/or the City Council.
 4. Create a webpage within the City's existing official website:
 - a. Following approval of the content to be added, appoint a staff person responsible for website improvement. Alternatively, the City can hire a webpage developer.
 - b. Add an "Economic Development" tab on the main page of the City's website under "Departments" parallel with Building, Finance, etc.
 - c. Add content as directed. Draw as much as possible from this document and from the webpages of other communities to minimize effort and maximize efficiency.
 - d. Consider including additional relevant information.
 5. Promote availability of new economic development webpage.
 6. Maintain webpage to assure most complete, accurate, and current information.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
4. Undertake actions that stimulate the private sector creation of housing and development
9. Launch programs to acknowledge and celebrate local businesses

Pairs with...

This recipe pairs well with all the other recipes in this cookbook because other recipes in this document could be posted on the webpage.

Who can make this recipe?

- City staff
- Web designer/consultant

Districts Served

This recipe can indirectly serve all the districts.

1E: Staff Training and Prioritization Towards Business-Friendly Practices

Ingredients

- A training program and/or a professional trainer
- An email from the City Manager to all City staff requiring them to attend the training
- All City staff
- Conference space and/or virtual meeting hardware/software
- "Free lunch" for attendees

Time Required

- Sixteen to 40 hours of staff time to prepare the training or to recruit a trainer.
- Two to eight hours per staff member to attend the training.

Budget

Internal staff time to conduct training in house.
Approximately \$2,000 to \$10,000 for a professional trainer.
Approximately \$500 to \$1,200 for lunch for all staff members.

Description

City staff are the bridge between government regulations and the implementation of private development projects. According to the City's "Mission Statement" on the homepage of the City's website: "The purpose of Crescent City is to promote a high quality of leadership, services, and life to our residents, businesses, and visitors by providing the most efficient, innovative and economically sound municipal services." Chances are that the vast majority of staff are faithfully living this mission every day. However, a little re-enforcement training couldn't hurt. This recipe is about establishing an annual staff training program to prioritize all staff efforts towards business-friendly practices and to ensure that staff genuinely see themselves as critical bridges to economic development. These educational events can also take the form of open-to-the-community "customer service trainings" in which local businesses are invited to sit side-by-side with city staff as they are trained in ways to improve the visitor/customer experience.

Directions

1. Set the stage for all employees to know and understand the importance of being business friendly and committing fully to the City's mission and vision.
 - a. Incorporate the City's Mission Statement and Vision as required "Core Competencies" into all job descriptions.
 - b. Include "commitment to City mission/vision" as a factor in annual performance evaluations.
 - c. City Manager to send an annual email to all staff reminding them of the importance of the City's vision/mission.
2. Form committee to evaluate training options:
 - a. Select three to five City staff members to serve on a committee. Councilmembers, Planning Commissioners, and/or owners of local businesses can be invited to join the committee. Committee members should be individuals that frequently interact with the public.
 - b. Generate a preliminary list of priorities and needs for all-staff training sessions. Options include:
 - i. Review of City's mission and vision; discussions regarding how to best live up to these standards
 - ii. Customer service

- iii. What it means to be “business friendly”
 - iv. Time-management
 - v. Communication and emotional intelligence
 - vi. Team building and personality tests
 - vii. Motivational speaker/trainer
 - c. Review available on-line training resources, such as Municipal Solutions, Business Training Works, Alliance, GTA, or ICMA.
 - d. Call local organizations, such as the North Coast Small Business Development Center and the Humboldt Area Foundation, to identify locally available training opportunities. See Table 3: Most Likely Economic Development Partners and Allies on page 8 above for a list of other organizations that could be called upon.
 - e. Based on the above research, refine the list of priorities and needs for the trainings.
 - f. Create a list of annual themes and focus areas. Plan the annual themes for the next several years. Some may be simple 1-hour on-line trainings and some may be multi-day affairs. Develop a basic plan for the annual trainings for the next five years
 - g. The committee presents their list of themes to the City Manager and/or the City Council.
3. Conduct annual training each year:
- a. Determine if the upcoming annual training should be an in-house training, a national on-line training program, an out-of-the-area specialist trainer, or other. If necessary, release a Request for Proposals (RFP) to hire a specialized consultant.
 - b. Identify a recommended training time: two-hour virtual sessions, full day seminars, or multi-course format.
 - c. Identify a recommended budget (likely between \$2,000 and \$10,000).
 - d. Register all city employees for chosen training. Require all employees to attend.
 - e. Reserve conference space if applicable.
 - f. Consider inviting business owners or other community members to participate.
 - g. Be sure to conduct annual evaluations to find ways to improve the trainings.

Which goals are addressed?

- 1. Build an internal economic development team and establish strong economic development community partnerships
- 3. Simplify and streamline regulations to stimulate and ease economic development activities
- 4. Undertake actions that stimulate the private sector creation of housing and development
- 5. Establish programs that retain, attract, and create jobs
- 9. Launch programs to acknowledge and celebrate local businesses

Pairs with...

This recipe pairs well with the recipes in section 3, which strives to help the City simplify and streamline regulations, particularly Recipe 3A: Business Outreach Program.

Who can make this recipe?

- City staff
- SBDC
- Consultant/trainer

Districts Served

This recipe can indirectly serve all the districts.

1F: Economic Development Training

Ingredients

- Free online webinars
- Memberships
- On-line research
- Books

Description

The field of economic development is constantly evolving and there always new ideas for the City to consider. City staff members should stay informed about the latest trends and the best practices of other cities. This recipe provides some ideas regarding how Crescent City staff can acquire training to sharpen their economic development skills.

Time Required

- Eight to 40 hours of staff time per year.

Budget

\$0 to approximately \$5,000 annually.

Directions

1. Identify staff members:
 - a. Select one to three City staff members to receive trainings.
 - b. Consider inviting Councilmembers, Planning Commissioners, and/or owners of local businesses to join in some or all of the on-line trainings.
2. Conduct self-education:
 - a. Assign the selected staff members to conduct some self-education regarding economic development by doing some on-line research and reading. Ensure the selected staff member thoroughly reads this document as well as the Economic Development Strategic Plans of all the cities/counties in a 200-mile radius.
 - b. Attend all of the free on-line webinars hosted by the Northern Section of the California Chapter of the American Planning Association, which is a coalition of public and private sector planners and economic development professionals. The monthly on-line webinars consist of project summaries from the north coast region and are a great opportunity for Crescent City staff to learn about the successes and ideas of nearby communities. A schedule of the webinars can be found here: <https://norcalapa.org/events/>
 - c. Read free materials from CALED, such as:
 - i. <https://caled.org/everything-ed/economic-development-glossary/>

- ii. <https://caled.org/wp-content/uploads/2014/10/Economic-Development-Brochure-Web.pdf>
 - iii. <https://caled.org/econ-dev-news/>
 - d. Read free materials from the IEDC, APA, and other related organizations:
 - i. <https://www.iedconline.org/>
 - ii. <https://www.planning.org/>
3. Consider acquiring some basic resources and reading materials:
 - a. Subscribe to the Downtown Idea Exchange newsletter, which includes practical news, information, and examples of how small towns are tackling tough challenges associated with downtowns. The majority of the content is written by the staff of various cities and downtown associations regarding how they accomplished specific goals or projects. (<https://ddc.downtowndevelopment.com/product/downtown-idea-exchange/>)
 - b. Purchase relevant books, such as:
 - i. "Small Town Economic Development: Reports on Growth Strategies in Practice" by Gonzalez.
 - ii. "Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity" by Marohn.
 - iii. "The Community Economic Development Handbook: Strategies and Tools to Revitalize Your Neighborhood" by Temali
 - iv. "Small Town Big Money: Entrepreneurship and Opportunity in Today's Small Town" by Williams
 - v. "Planning Local Economic Development: Theory and Practice" by Leigh
 - vi. "Economic Development and Governance in Small Town America: Paths to Growth" by Bliss
 - vii. Research other books on the topic and buy one a year for casual staff reading.
 - c. Share reading materials with City Council members, Planning Commissioners, and some of the partners listed in Table 3 on page 8.
4. Find free webinars and attend one free lunch-time webinar per month. Potential resources include:
 - a. CALED: <https://caled.org/events-and-webinars/>
 - b. American Planning Association: <https://www.planning.org/online-education/>
 - c. IEDC: <https://www.iedconline.org/index.php?src=events&category=Training%20Courses>
 - d. Northern Section of the California Chapter of the American Planning Association: <https://norcalapa.org/events/>
 - e. Golden Shovel Agency: <https://www.goldenshovelagency.com/news-&-events/webinars/?v=all&sort=publishDate>
5. Identify other training resources:
 - a. Call local organizations, such as the North Coast Small Business Development Center and the Humboldt Area Foundation, to identify locally available training opportunities. See Table 3 on page 8 for a list of other organizations that could be called upon.
 - b. Review available on-line training resources, such as Municipal Solutions, Business Training Works, Alliance, GTA, or ICMA.
6. Consider sending a staff member to a certification training, such as:
 - a. International Economic Development Council Certified Economic Developer (CEcD): <https://www.iedconline.org/index.php?src=pages&ref=home>
 - b. California Association for Local Economic Development (CALED) Accredited California Economic Developer Certification: <https://caled.org/ace-program/>
 - c. NDC: Economic Development Finance Professional Certification Program: <https://ndconline.org/training/certification-programs-and-recertification/>
7. Pre-approve specific staff members to attend eight to 40 hours of economic development training per year.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships

Who can make this recipe?

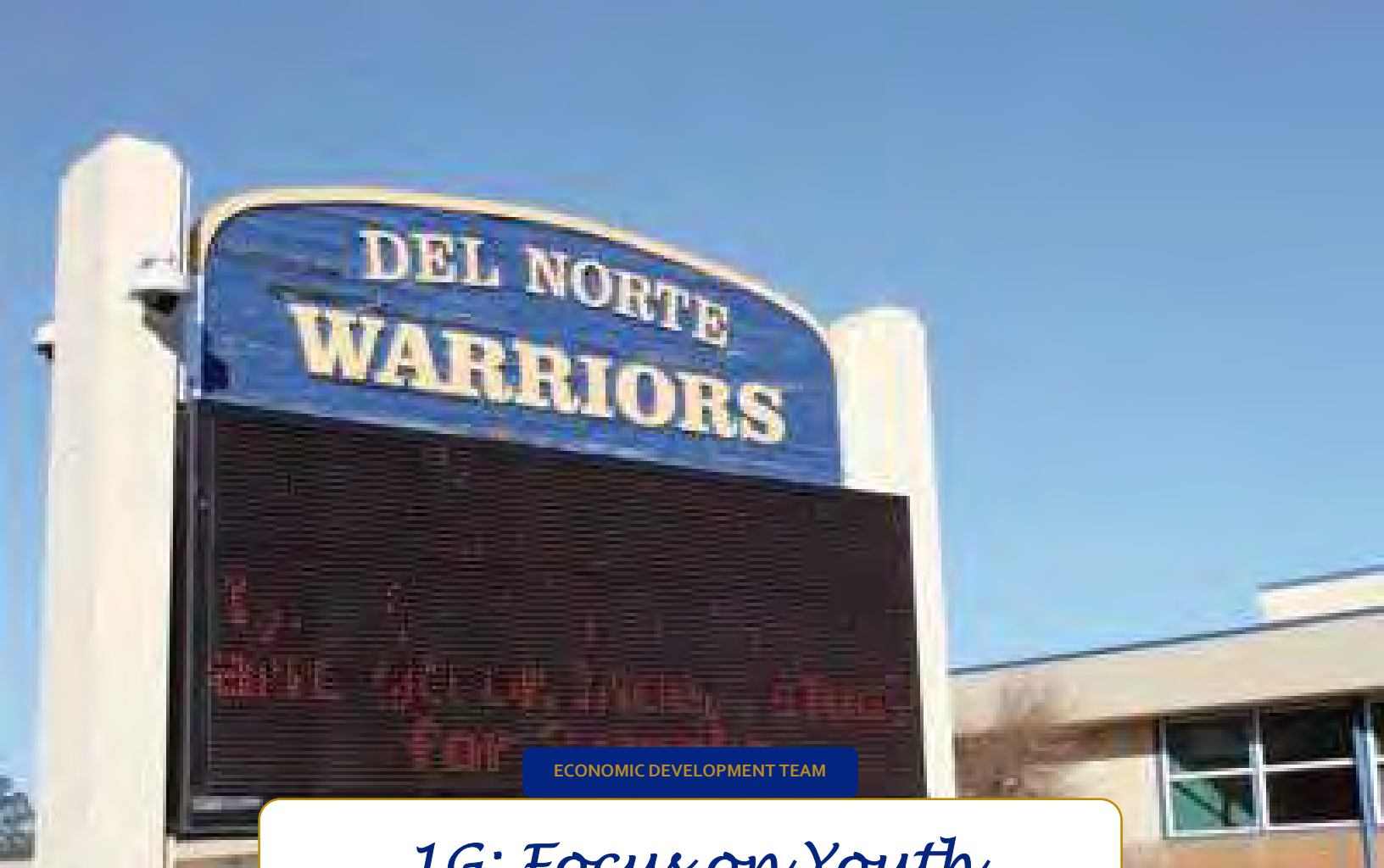
- City staff

Pairs with...

- 1B: Create Staff Position

Districts Served

This recipe can indirectly serve all the districts.



1G: Focus on Youth

Ingredients

- Staff time and networks

Time Required

Depends on several factors. Could range from effectively no extra staff time to substantial staff time.

Description

The City's youth are the future of the community's economy. So, the City should focus on youth across all activities and initiatives. The City does not run the local school system, cannot directly employ youth, and cannot afford to provide substantial funding to youth programs beyond those managed by the City. So, how can the City focus on youth? This recipe explores actions that the City can take to both have a direct impact on the youth of the City, ideas for how to keep youth at the forefront of the City's efforts, and how to support those organizations dedicated exclusively and explicitly to youth development. Note that the City is already a leader in this field.

Directions

1. Form (or support) a multi-agency economic development youth coalition:
 - a. Set up a meeting with key individuals in the fields of youth/education and economic development. Invite other partners and stakeholders, such as the Tribe and County.
 - b. Review every recipe in this document and collectively explore options for incorporating youth into every recipe. Identify those that are best suited for youth involvement.
 - c. Identify other ways (beyond this document) that the coalition can further the values of supporting and promoting youth development.
 - d. Work to develop and issue a stakeholder survey to identify the needs of community partners to support and promote youth development.
 - e. Identify opportunities to create children first policies across all partner agencies.

ECONOMIC DEVELOPMENT ACTIONS

2. Options for City actions (each of the following could be considered independent from the others):
 - a. Form a youth council that meets quarterly and serves as an advisory panel to staff and Council. For ideas, see the [Institute for Local Governments CA Youth Commissions and Councils website](#).
 - b. Provide toy kits and entertainment for young kids when their parents come to City Hall (for each department). Utilize these kits for larger town hall and city council meetings where children might be present.
 - c. Include childcare at all City events.
 - d. Pass a resolution committing City support for children and families, promoting awareness of how all policies affect children, and acquiring data needed to further these values. Consider local ordinances supporting family-friendly workplaces, such as requiring employers to use fair scheduling practices, offering paid family and medical leave, offering comprehensive health insurance coverage and paying living wages to employees in the community.
 - e. Provide discounts at City facilities for youth programs.
 - f. Partner with Del Norte Healthcare District for their free swim lesson program at Endert Pool.
 - g. Explore options for transportation accessibility in relation to youth/youth programs (kids safe streets grids program).
 - h. Explore options for job/mentoring, shadowing, and internship opportunities.
 - i. Recruit bilingual ambassadors to be present at meetings, community events, and other city functions.
 - j. Develop a guidebook so businesses can easily incorporate family-friendly policies into their Human Resources Handbook.
 - k. Identify and recognize business leaders who are incorporating best practices for children/families into their employee policies.
 - l. Incentivize businesses to allow parents with infants to bring them to work in appropriate settings.
 - m. Incentivize childcare providers to offer alternatives for early drop-off and late pick up hours.
 - n. Use “Week of the Young Child” in April to host a city-wide ceremony to recognize leaders and best practices in early childhood development.
 - o. Use [Eureka’s Family and Children Initiative](#) for inspiration.
3. Partner with high school programs.
 - a. Create a summer camp program and lifeguard training program.
 - b. Train youth to be park ambassadors to tourists for a summer internship program to build on customer service skills.
 - c. Recruit youth artists to participate in local events and markets.
 - d. Encourage College of the Redwoods to develop forest health and restoration program as technical training for forest management with a focus on youth.
 - e. Provide “lunch and learn” parenting classes on-site at various workplaces, including for city staff.
 - f. Reflect greater diversity in the marketing of the city and city-sponsored events by creating a resource of media (photographs and b-roll footage) that more accurately reflect diverse families.
 - g. Support increasing salaries for early childhood educators.
 - h. Explore funding opportunities to increase summer camps, sports programs and other enrichment activities, ensuring they are free/low cost. These activities should also be accessible for children with special needs.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Budget Required

No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff
- Del Norte County School District; College of the Redwoods; First Five Del Norte; Del Norte Child Care Council; Northcoast Children’s Services; Changing Tides Family Services; Building Healthy Communities; Family Resource Center; Coastal Connection; True North Community Organizing; Wild Rivers Permaculture Guild; FFA Organization; 4-H

Districts Served

This recipe can indirectly serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1H: Enhance Tribal Relationships

Ingredients

- Telephone
- Email
- Relationships with each of the Tribes

Time Required

TBD. Unlikely to exceed a few hours per month.

Budget

Internal staff time

Description

The City of Crescent City is located within the traditional territory of the Tolowa, which currently have two separate federally recognized governments, the Tolowa Dee-ni' Nation and the Elk Valley Rancheria. The Yurok Tribe and the Resighini Rancheria are also within the Klamath area of the County, to the south of Crescent City. The City recognizes and respects the enduring relationship that exists between Native American peoples, their governments, and their traditional lands. To recognize the land is an expression of gratitude and appreciation to those whose homelands we reside on and is a recognition of the original people and nations who have been living and working on the land since time immemorial. There is an opportunity to build upon the City's existing relationship with area tribes to promote economic development initiatives for the benefit of tribal members and the general community of the greater Crescent City area. This recipe outlines a range of options for enhancing the City's relationships with the Native Peoples living within and around the City.

Directions

1. Call each of the Tribes and ask how the City can best help with their economic development initiatives.
2. Send a copy of this document to each of the Tribes and encourage them to utilize any of the recipes or contents of this document that may be of value to them.
3. Establish a local and Tribal government cooperative coalition:
 - a. Draft a letter from the Crescent City Mayor that outlines the following proposal:
 - i. Twice each year, a meeting will occur in which the common interests and ideas of the City, County, and Tribes will be discussed.
 - ii. Each organization will send one elected official and one senior staff member.

- iii. The meeting will focus on cooperative efforts to advance the well-being, health, and quality-of-life of all local citizens.
- iv. The meeting will include efforts by the City and County to include the Tribes in upcoming projects and decision-making.
- v. If desired, the meeting may be hosted by a professional facilitator.
- b. Send the letter to the following individuals:
 - i. The Tribal Chairperson of the Elk Valley Rancheria
 - ii. The Tribal Chairperson of the Smith River Rancheria (Tolowa Dee-ni' Nation)
 - iii. The Tribal Chairperson of the Resighini Rancheria
 - iv. The Tribal Chairperson of the Yurok Tribe
 - v. The Administrative Officer of Del Norte County
- c. Coordinate with each of the organizations and encourage them to assist with them development of an agenda.
- d. Hold the meeting twice each year.
4. Continue to work with area Tribes in the envisioning and implementation of the Beachfront Park Master Plan
5. Other Potential Partnership Actions.
 - a. Request ideas from the leadership of each sovereign nation / tribe to add to this list.
 - b. Convene a multi-tribal coalition to discuss and explore appropriate ways to discuss and promote cultural tourism.
 - c. Request the tribes to locally source materials as a local procurement program. Reference "Shop Local Campaign" recipe.
 - d. Offer to participate in co-branding through written authorization to partner in one another's marketing campaigns and share data, such as statistics and photos.
 - e. Mayor/City Manager to draft and send letter to the Tribes indicating the City's interest for a greater tribal presence in Crescent City through business recruitment, workforce development, and entrepreneurship.
 - f. Offer to write letters of support for the Tribes' various grant applications.
 - g. Continue to apply for mutual grants that support tribal small businesses.
 - h. Consider partnering with area tribes to construct a high-density development within the city.
 - i. Consider gifting land and waiving business license fees and/or building permit fees.
 - j. Consider waiving utility connections fees, which would need to be paid by the General Fund to the water/sewer fund.
 - k. Disseminate community information that expands understanding of the importance of tribally-owned small businesses (publications, tours, training opportunities, celebrations, etc.)
 - l. Partner with Tribes to expand tribal youth leadership development programs focused on providing job training, tutoring, mentorship, prevention services, and other programs related to culture, language and leadership.
 - m. Review the Yurok CEDS and Tourism Strategy for complimentary programs and projects.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- County staff
- Tolowa Dee-ni' Nation
- Elk Valley Rancheria
- Yurok Tribe
- Resighini Rancheria

Pairs with...

This recipe pairs well with all the other recipes in this cookbook since the Tribes can be economic development partners to the City.

Districts Served

This recipe can indirectly serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1I: Partner with Area Tribes

Ingredients

- Letter from City
- Marketing Materials

Time Required

Approximately 8 to 24 hours per quarter.

Description

This recipe is a continuation of the previous recipe by providing additional ideas for how the City can partner with area Tribes. There is an opportunity for Crescent City to build upon its existing relationship with area tribes and support expanded workforce development, housing, and youth services that support tribal members who live and work in the community. The goal is to assist tribal members to connect with education, jobs, housing, transportation, and businesses opportunities locally.

Directions

1. Cross communications between elected bodies:
 - a. Invite the Tribal Chair or Administrator of each Tribe to present to the Crescent City Council once each year. Each Tribes' presentation could focus on the visions, needs, interests, and upcoming projects to which Crescent City could contribute.
 - b. Request the opportunity to present to the Tribal Council once each year. Crescent City could share the City's visions, needs, interests, and upcoming projects to which each Tribe could contribute.
 - c. Form a "2x2" meeting structure with each Tribe, in which two City Council members meet with two Tribal Council members on a re-occurring basis (such as once each quarter). The two elected officials from each entity then report back to their respective bodies the topics discussed.
2. Pass a "Resolution of Economic Partnership" declaring the commitment of the City to partner with each Tribe and to consider the well-being of Tribal members in all economic development decisions.
3. Find ways to make meaningful changes that would symbolically or literally enhance the well-being of Tribal governments and Tribal members, such as:

ECONOMIC DEVELOPMENT ACTIONS

- a. Ask Tribal governments to identify the City actions that would be the most meaningful and impactful.
 - b. Ask Tribal governments to assist the City with re-naming City parks to honor the language, culture, and history of the local Tribes.
 - c. Invest in efforts that build community understanding, support for, and pride in Tribal businesses, entrepreneurship, and the value of reinvesting in native-owned businesses. This includes coordinating regular social media, event publicity, print, radio, and/or media programs that recognize local businesses and their community contributions.
 - d. Evaluate the possibility of implementing special financing structures and partnerships specifically for Tribal members, such as small business development, entrepreneurship training, and workforce development.
 - e. Seek out funding assistance to enhance mobility, connectivity, and quality of transportation infrastructure to improve both access to and visibility of the Tribe's rich cultural heritage, recreational resources, and community assets.
 - f. Develop cultural and sustainability enhancements to existing development and public spaces.
 - g. Leverage and promote the economic opportunities associated with many cultural and interpretive experiences, such as guided trips, interpretive workshops, demonstrations, and events.
 - h. Expand partnerships with Redwood National and State Parks and other federal land managers to increase tribal workforce opportunities and enhance cultural tourism programs and guides (Yurok Ranger Program, Cultural Sites Guide), offering visitors many opportunities to connect more experientially with the people, resources and culture of the place and lands they are visiting.
 - i. Access USDA funds and other grants to improve local food access and specialty agriculture and products (e.g., traditional foods and agriculture, community gardens, farmers markets, commercial kitchens, fisherman's co-op, etc.). Promote expended collaborative partnerships with the Del Norte and Adjacent Tribal Lands Food Council, United Indian Health Services, and other food system stakeholders. Consider organizational structure of a local food security program.
 - j. Determine what additional services would aid the Tribes. Determine whether and how the City can provide assistance.
 - k. Issue annual survey to tribes asking them what the city can do to help them with economic development.
 - l. Issue outreach materials by asking tribal members to open businesses in one of the City's vacant storefronts.
 - m. Consider the following: waiving or reducing business license fees for Tribal members, encouraging tribal members to open businesses in downtown Crescent City, sending a letter to the top 30 biggest employers in the City encouraging them to hire tribal members, and/or leasing public property in the City at low cost to the Tribes under special conditions.
4. Partner to provide business counseling, technical assistance, and mentorship for business start-up and expansion, including:
 - a. Micro-enterprise and home-based business technical assistance.
 - b. Financial management and accounting assistance.
 - c. Marketing assistance programs to help businesses with off-reservation marketing.
 - d. Small business incubators, cooperatives, vendor space, and facilities.
 - e. Peer business network programs to support mentoring that links seasoned business owners with new, growing business owners and managers.
 - f. Build expanded economic development partnerships with Tribal Community Development Financial Institution (CDFI), Arcata Economic Development Corporation (AEDC), Redwood Region Economic Development Corporation (RREDC), Wild Rivers Community Foundation, and other financial institutions and organizations to ensure access to capital for small business start-up and expansion.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Area Tribes

Budget Required

Internal staff time

Districts Served

This recipe can indirectly serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1J: Partner with College of the Redwoods

Ingredients

- Telephone
- Email
- Relationships with CR Administrators
- Letter(s) from City
- Marketing Materials

Time Required

Indeterminate amount of internal staff time.
12 to 32 hours per year.

Budget

\$0 (staff time only)

Description

When it comes to economic development, college towns have an automatic advantage over non-college communities, as Education of our human capital is one of the fundamental factors of long term successful economic development. Communities need ongoing human capital investments for sustainable economic development. Education enriches people's understanding of themselves and world. It improves the quality of their lives and leads to broad social benefits to individuals and society. Education raises people's productivity and creativity and promotes entrepreneurship and technological advances. In addition, it plays a very crucial role in securing economic and social progress and improving income distribution. It is these types of benefits that an institution of higher learning provides to a local population. While Crescent City is not home to a State College or a private university, the presence of a College of the Redwoods (CR) satellite campus is a remarkable asset the City should help retain and expand. The positive impacts would be substantial if CR doubled its campus. This recipe is about finding ways to partner with CR to enhance post-secondary education in the community and to further anchor the institution's presence in the County.

Directions

1. Develop and maintain a comprehensive understanding of CR's presence in Del Norte County, including:
 - a. Enrollment trends over time (is the number of students increasing or decreasing over time; how does current enrollment this year compare to five years ago or ten years ago?)
 - b. Program trends over time (what are the trends regarding course and/or program offers over time?)
 - c. Building and facility changes
 - d. etc
2. Review the document: "[College of the Redwoods Board of Trustees Goals 2019-2021.](#)"
 - a. Evaluate how the organization's goals align with the goals and interests of Crescent City.

- b. Consider ideas/suggestions/recommendations that could be added to the organization's goals. Send these to the Board or Administration staff.
 - c. Find out when the Board intends to develop its next set of goals.
 - d. Share the above information with the County, Tribes, and other partners. Consider collectively advocating as a coalition for the interests of Del Norte County.
3. Draft a letter from the Mayor and/or the City Manager indicating the City's interest for a greater presence of CR in Crescent City and Del Norte County. Enclose a copy of this document. Also include a stand-alone copy of this recipe. Send the letter to the President and/or Board of CR. Instead (or in addition), request an opportunity to present to the College of the Redwoods Board of Trustees to do the following:
 - a. Express gratitude for CR's contributions to the County's quality-of-life, economic health, and educational advancement. Provide statistics and information to demonstrate the importance of the institution.
 - b. Request information about the College's long-term plans for Del Norte County.
 - c. Provide a presentation that advocates for Crescent City's ideas/suggestions/recommendations for ways in which CR could have a stronger and more meaningful presence in Del Norte.
 - d. Request that a Board Member and/or executive administrator present an annual report to the City Council.
 - e. Ask to share the same information with one or more of the organization's committees, such as:
 - i. Educational Master Planning Task Force
 - ii. Instruction and Enrollment Management Committee
 - iii. Facilities Planning Committee
 - iv. Institutional Effectiveness Committee
 - v. Program Review Committee
 - vi. Student Equity Planning Committee
4. Form a "2x2" meeting structure, in which two City Council members meet with two CR Board members on a re-occurring basis (such as once each quarter). The two elected officials from each entity then report back to their respective bodies the topics discussed.
5. Work with CR administration to explore ways to help accelerate the goals of both the College and the City, such as:
 - a. Establishing a system for identifying and supporting student entrepreneurs that have the potential to create a business in Crescent City.
 - b. Enhancing and promoting on-line distance learning opportunities, specialized business skill sets (marketing, human resources, etc.), and degrees and/or certificates to help overcome travel distance obstacles.
 - c. Programs/courses taught by Tribal members.
 - d. The development of workforce knowledge/skills through class projects, internships, and work experience.
 - e. Apprenticeship training, internships, and applied academic learning collaborations with the high school.
 - f. Establishing a vocational program based on the needs of the City. Suggest specialized fields tailored to the vocational needs of the City, such as the fishing industry.
 - g. Participating in co-branding. Exchange written authorization to participate in one another's marketing campaigns and share data, resources, and photos.
 - h. Identifying and pursuing joint grant opportunities.
6. Assign a staff member to regularly check the agendas of the board and committees to screen for items of interest to the City.
7. Explore ways to extend the activities of this recipe to include Humboldt State University.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Pairs with...

This recipe pairs well with all the other recipes in this cookbook, particularly those associated with job creation.

Who can make this recipe?

- City staff
- College of the Redwoods
- Chamber of Commerce
- County staff
- HSU

Districts Served

This recipe can indirectly serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1K: Partner with Del Norte School District

Ingredients

- Telephone
- Email
- Relationships with Administrators
- Letter(s) from City
- Marketing Materials

Time Required

Indeterminate amount of internal staff time.
24 to 80 hours per year.

Budget

\$0 (staff time only)

Description

The students currently enrolled in the region's schools constitute the majority of the County's future workforce and business owners. They are the City's most important economic development asset. Accordingly, the Del Norte School District is among the most important of the City's partners. This recipe is about finding ways to partner with the school district to enhance K12 education in the community and to incorporate economic development into their curricula and goals. Looking even more broadly, the students have, and will continue to play a significant role with Japanese Sister City Rekuzentak high school students. This recipe could easily be extended to include other local educational institutions.

Directions

1. Develop and maintain a comprehensive understanding of the school enrollment trends throughout the County.
2. Draft a letter from the Mayor and/or the City Manager. Send letter to the Superintendent of School and/or the School Board. Enclose a copy of this document. Also include a stand-alone copy of this recipe and express an interest in enhancing the relationship between the two entities with the objective of accelerating the goals of both entities.
3. Work with Administration to explore ways to help accelerate the goals of both the School District and the City, such as:
 - a. A guest-speaker program in which certain classes host a different member of City staff once each month to share on-going activities of the City.
 - b. An internship program in which high school students can work for the City a few hours a week in exchange for class credit.

ECONOMIC DEVELOPMENT ACTIONS

- c. A Student Mock City Council or City Youth Council that meets quarterly and serves as an advisory panel to staff and City Council. For ideas, see the [Institute for Local Governments CA Youth Commissions and Councils website](#).
- d. The development of workforce knowledge/skills through class projects, internships, and work experience.
- e. Programs/courses taught by Tribal members.
- f. Establish a system for identifying and supporting student entrepreneurs that have the potential to create a business in Crescent City.
- g. Participate in co-branding. Exchange written authorization to participate in one another's marketing campaigns and share data, resources, and photos.
- h. Identify and pursuing joint grant opportunities.
4. Put intensive joint effort into getting area youth to attend the City's public workshops (such as for the General Plan):
 - a. For all future public workshops hosted by the City, ask the school to post flyers throughout the school announcing the meetings.
 - b. Ask the District to include announcements of significant public meetings in their newsletter and on their website and social media accounts.
 - c. Encourage the schools to provide extra credit to students that attend community meetings.
 - d. Provide food and snacks at public meetings
5. Assign a staff member to regularly check the agendas of the School board and committees to screen for items of interest to the City.
6. Form a "2x2" meeting structure, in which two City Council members meet with two School District Board members on a re-occurring basis (such as once each quarter). The two elected officials from each entity then report back to their respective bodies the topics discussed.
7. Explore ways to extend the activities of this recipe to include College of the Redwoods and Humboldt State University.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- School District

Pairs with...

This recipe pairs well with all the other recipes in this cookbook.

Districts Served

This recipe can indirectly serve all the districts.





ECONOMIC DEVELOPMENT TEAM

1L: Partner with Healthcare Institutions

Ingredients

- Telephone
- Email
- Relationships with Administrators
- Letter(s) from City
- Marketing Materials

Time Required

12 to 32 hours per year

Description

Healthcare is among the fastest growing and highest paying industries in the County. Yet, Healthcare is more important than merely providing high-wage jobs. Access to high quality, affordable health care, such as those provided by the Del Norte Health Care District, a countywide healthcare services provider, improves employment opportunities. Health affects economic growth directly through labor productivity and the economic burden of illnesses. Health also indirectly impacts economic growth since aspects such as child health affect the future income of people through the impact health has on education. For these and other reasons, healthcare and the overall community vitality are intrinsically interlinked. This recipe provides suggestions for how the City can invest efforts into supporting and sustaining quality health services for its residents, attracting highly trained and committed healthcare professionals, and participating in multi-agency initiatives.

Directions

1. Review the following documents:
 - a. Del Norte County Health Care Provider Recruiting and Retention Plan (<https://ccrp.humboldt.edu/sites/default/files/del-norte-report-june-07.pdf>).
 - b. Del Norte & Adjacent Tribal Lands Selected Findings from the Community Health & Wellness Survey (<https://ccrp.humboldt.edu/sites/default/files/chw-native-american.pdf>)
 - c. Community Wellness Vital Signs: Core Community Wellness Indicators for Del Norte and Adjacent Tribal Lands (<https://ccrp.humboldt.edu/sites/default/files/community-wellness-vital-signs-for-dnatl-version-1-2.pdf>)
 - d. Community Health Indicators for the Redwood Coast Region Taking the Pulse of Communities in Rural Northern California (<https://ccrp.humboldt.edu/sites/default/files/rural-community-vital-signs.pdf>)
 - e. Other documents provided by the County and/or the Del Norte Healthcare District.
2. Coalition building:

ECONOMIC DEVELOPMENT ACTIONS

- a. Generate a list of all key healthcare related organizations in the City (or County).
 - b. Contact each organization and ask how the City can assist with the advancement healthcare in the region.
 - c. Evaluate if/how the City can defuse existing conflicts/ divergences that exist among existing organizations.
 - d. Offer assistance to healthcare institutions involved in recruitment. Provide a standing offer to have the Mayor provide free tours to doctors and specialists that considering moving to the area.
 - e. Encourage the development of an advanced "Community Health Scorecard" system in which a range of health-related metrics are evaluated over time.
 - f. Participate in co-branding with each willing entity. Exchange written authorization to participate in one another's marketing campaigns and share data, resources, and photos.
3. Consider opportunities for direct action:
 - a. Analyze if any of the City's development standards prevent/limit the hospital or other healthcare organizations from growing/improving.
 - b. Evaluate if any City utility systems could be improved to help expand the hospital and other healthcare providers.
 - c. Determine if any other additional services could aid the hospital or other healthcare providers.
 - d. Consider waiving business license fees for needed medical specialist businesses.
 4. Request the hospital and other major healthcare organizations to locally source materials as a local procurement program.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Who can make this recipe?

- City staff
- The Del Norte Health Care District
- Chamber of Commerce
- County staff

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Northcrest Corridor and Medical Professional



1M: Partner with Pelican Bay State Prison

Ingredients

- Telephone
- Email
- Relationships with Administrators
- Letter(s) from City

Time Required

12 to 32 hours per year

Description

Pelican Bay State Prison is one of the largest employers in the surrounding counties. The prison clearly provided economic value to the City. But, at the same time, the prison can have negative effects on the community. By legislative action, the prison site is within City limits. Continuing and strengthening the City's strong relationship with the prison can be advantageous to both parties.

Directions

1. Review the above recipes regarding partnering with other organizations and craft a recipe here for ways to partner with the prison to the benefit of both organizations.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff

Budget Required

Internal staff time.

Districts Served

Can be applicable in all districts.

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ECONOMIC DEVELOPMENT TEAM

1N: Partner with Chamber of Commerce

Ingredients

- Telephone
- Email
- Relationships with Administrators

Time Required

40 to 120 hours per year

Description

The Crescent City/Del Norte Chamber of Commerce is the oldest and largest business organization network in Del Norte County. The mission of the organization is: "The Crescent City – Del Norte Chamber of Commerce supports, develops, and advocates economic development with our community environment that fosters sustainable community health and economic development, while maintaining our unique quality of life and giving opportunities to our members and youth to grow and prosper." The City already recognizes and supports the Chamber in countless ways. This recipe is about finding ways to continue and strengthen the City's relationship with the Chamber.

Directions

1. Review the above recipes regarding partnering with other organizations and craft a recipe here for ways to partner with the Chamber to the benefit of both organizations.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Chamber of Commerce

Budget Required

Internal staff time.

Districts Served

Can be applicable in all districts.

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ECONOMIC DEVELOPMENT TEAM

10: Other Key Partnerships

Ingredients

- Partnerships and relationships

Time Required

TBD

Description

As described throughout this document, the most effective way to accomplish any form of economic development is through partnerships. This recipe proposes efforts to strengthen the City’s relationship with other key partner agencies/organizations.

Directions

1. Review Table 3 on page 8 for a list of the partners and allies that are most likely to be valuable partners to the City.
2. Consider investing focused energy into strengthening relationships and partnership activities with agencies that have the authority and capacity to best help advance the City’s economic development goals, such as Crescent City Harbor District, Library District, Fairgrounds Recreation and Park District, Del Norte County, Del Norte County Regional Airport (CEC), Humboldt Del Norte Film Commission.
3. Review the above recipes regarding partnering with other organizations and craft a recipe here for ways to partner with those organizations.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Various agencies/organizations

Budget Required

Internal staff time.

Districts Served

Can be applicable in all districts.

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1P: Tri-Agency Economic Development Authority

Ingredients

- Partnerships and relationships

Time Required

40 to 240 hours of staff time

Description

The Tri-Agency Economic Development Authority is a Joint Power Authority (JPA) consist of Del Norte County, Crescent City, and the Harbor District. The GPA was formed in 1975 to address economic development needs throughout the County. For several years, the Tri-Agency has been relatively unproductive due to an outstanding USDA loan was unable to make payments. Despite this stagnant status, the Authority has remarkable potential. This recipe is about finding ways to either revive the Authority or to replace it.

Directions

1. While the County's 2020 Comprehensive Economic Development Plan (CEDS) fails to mention the Tri-Agency at all, the County's 2011 CEDS was created by the Tri-Agency and featured the organization prominently. Begin by reviewing the 2011 CEDS to better understand the history, purpose, and potential value of the Tri-Agency.
2. Continue to work with the partner agencies to eliminate or reduce the debt burden of the Authority. The organization is unlikely to have much value or future while encumbered with liabilities and obligations to the Federal Government.
3. If the debt burden cannot be eliminated, determine if the potential value that the Authority could bring the City and County could eventually outweigh the cost of bailing out the Authority. This would require a time-weighted cost benefit analysis. For instance, it is possible that the entity could attract \$X of grants/loans over Y # of years if the Authority were to pay the USDA loan. This analysis may best be conducted by a private financial firm or a consultant.
4. If the debt burden cannot be eliminated and if the analysis indicates that the risk of paying off the debt is not worth the potential rewards, then make an official City decision to stop funding the Authority and push for the Authorities dissolution.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Various agencies/organizations

Budget Required

Internal staff time.

Districts Served

Can be applicable in all districts.

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1Q: Del Norte Made

Ingredients

- Manufacturing or “maker” businesses
- Sponsor organization (such as Chamber of Commerce, SBDC, or Humboldt Made).

Time Required

Approximately 16 to 40 hours of staff time to find and recruit a non-city entity to complete this recipe.

Description

A “Made In” organization is a nonprofit coalition of manufacturing businesses that cooperatively band together to engage in efforts aimed at raising awareness of an entire group of businesses in a region. This recipe is about efforts to stimulate the creation of a “Del Norte Made” nonprofit similar to the “Humboldt Made” organization that has successfully operated in Humboldt County for over the past ten years. The organization would focus on enhancing business development, stimulating cooperative marketing campaigns, and utilizing collective buying power to cut costs for all business partners.

Directions

1. Identify one City staff person whose job it is to inspire others to complete this recipe. That staff person should attempt to spend as little time as possible on this task (focus on getting someone else to do the job).
2. Initial meeting:
 - a. Call for a meeting with a key member of the County staff, the Director of the Chamber of Commerce, the Director of SBDC, the Wild Rivers Foundation, the Del Norte Arts Coalition, the Del Norte Non-profit Alliance, and other relevant organizations.
 - b. Invite the Executive Director of Humboldt Made to attend the meeting to share information regarding the organization.
 - c. During the meeting, Humboldt Made presents the following information to the group:
 - i. History of Humboldt Made.
 - ii. Organizational structure and operational procedures.
 - iii. Major initiatives and accomplishments from the past 10 years.
 - iv. Basic statistics, such as number of members over time, operational budget, sources of income, etc.
 - v. Types of businesses that are members.
 - vi. An explanation of which types of businesses are not part of this coalition (i.e. types of businesses that the organization cannot reliably serve, such as accounting firms).
3. Data gathering regarding Del Norte County businesses.
 - a. Generate a list of candidate existing businesses in Del Norte County. Use the City’s business license database and the County’s fictitious business name index to identify candidate businesses.

ECONOMIC DEVELOPMENT ACTIONS

- b. Compare the number of candidate businesses to the number of businesses that form the members of Humboldt Made.
- c. Share these numbers with Humboldt Made and inquire if Humboldt Made could serve the Del Norte businesses under some arrangement.
4. Focus Group:
 - a. Identify a core group of Del Norte County businesses.
 - b. Invite them to attend a focus group
 - c. Share the basic concept with the focus group.
 - d. Ask Humboldt Made to present and share their mission and successes.
 - e. Ask a few member businesses of Humboldt Made to provide testimony regarding the value of the organization.
5. Viability assessment:
 - a. Evaluate the viability of a stand-alone Del Norte Made organization.
 - b. Determine if Humboldt Made can partner/manage Del Norte Made. (Direct partnership with Humboldt Made?)
 - c. Poll the list of candidate businesses generated above to determine their interest.
6. Present findings to County Board of Supervisors and City Council to determine if either organization would provide annual subsidies.
7. Proceed with establishment of organization if viable.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Volunteers
- SBDC
- Humboldt Made
- Others

Budget Required

\$0 to potentially several thousand dollars per year as subsidies to a Del Norte Made organization.

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.





1R: Enhance and Upgrade Sister City Relationship

Ingredients

- Partner organizations
- Connections to Hollywood
- Party planner
- Japanese translator/interpreter

Time Required

Costs for the various ideas outlined below could be variable ranging from no cost to tens of thousands of dollars.

Description

In 2011, a small fishing vessel drifted across the Pacific Ocean from Rikuzentakata, Japan to Crescent City following the devastating tsunami of that year. In 2013, a group of locals found the boat, restored it, and facilitated its return. Crescent City and Del Norte County have since developed a remarkable relationship with the Japanese City of Rikuzentakata, eventually forming an official sister city relationship. The two communities have a remarkable amount in common and have learned that their mutually beneficial relationship has inspired many people from around the world. This recipe identifies strategies for enhancing and upgrading the already powerful relationship.

Directions

1. While not necessary for the remainder of this recipe, consider forming a committee to evaluate how to best enhance the sister City relationship.
 - a. Work with the School District and other key stakeholders to nominate individuals to serve on a committee.
 - b. Review the following ideas and improve upon them. Generate new ideas. Formulate a plan for how to execute the best ideas.
2. Stimulate the creation of a Hollywood blockbuster movie:
 - a. Contact the Humboldt Del Norte County Film Commission to assist with this task. Ask them to take the lead.
 - b. Hire a scriptwriter to write a movie script for an inspirational tear-jerker blockbuster Hollywood movie. Alternatively, the movie could be a high-stakes action-adventure film with remarkable special effects showing the devastating tsunami and the daring adventures of a Crescent City fisherman. Or maybe it is a beautiful love story about two star-crossed teenagers from different continents that find one another with the return of the boat. Allow for a little creative license. Allow the movie to be "based on real events" instead of being inflexibly accurate.
 - c. Find well-connected individuals that can get the script into the hands of a well-known director or movie actor.
 - d. Aim for ambitious casting:
 - i. Director: Steve Spielberg, Ava DuVernay, or Kathryn Bigelow
 - ii. Crescent City Mayor: Meryl Streep, Robert De Niro, or Tom Hanks
 - iii. Fisherman that finds boat: Denzel Washington, Leonardo DiCaprio, or Cate Blanchett

ECONOMIC DEVELOPMENT ACTIONS

- iv. High School Teacher: Brad Pitt, Scarlett Johansson, or Penélope Cruz
- v. Mayor of Rikuzentakata: Hiroyuki Sanada, Rila Fukushima, or Cary-Hiroyuki Tagawa
- vi. Governor of California: Julia Roberts, Will Smith, or Angela Bassett
- vii. Ambassador: Ken Watanabe, Tao Okamoto, or George Takei
- viii. Etc
- e. Insist that the movie is filmed in Crescent City, that the cast/crew stay in local hotels, and that all extras in the film are local residents that are paid for their work.
3. Ten Year Celebrations of Tsunami and the return of the Boat
 - a. Plan a party, fair, festival, or other type of event to celebrate the ten-year anniversary of the tsunami and a follow up 10-year event for the return of the boat.
 - b. Form a committee of community volunteers to determine the best format and location for the events.
4. Monument
 - a. Update the Beachfront Park Master Plan to include a monument commemorating the events of the tsunami and the return of the boat.
 - b. Recruit designers and artists from Rikuzentakata to design the monument.
 - c. Find ways to minimize the cost of the monument. Find grants. Ask *the City of Rikuzentakata* to split the cost of design and construction. Ask the US Ambassador to pay for the costs.
5. Professional exchange program:
 - a. Find local businesses that will sponsor a professional exchange program in which one person from Crescent City and one person from Rikuzentakata will swap homes and jobs for a week or two.
 - b. Candidate professions include: Chefs, teachers, performance artists, writers, painters, and photographers.
6. Muralist exchange:
 - a. Find local businesses that will sponsor a muralist exchange program in which an artist from Crescent City and an artist from Rikuzentakata each create a mural on a prominent wall in the other's hometown.
 - b. Find a local building owner that will allow a mural on a prominent wall.
7. Virtual film festival: Develop an idea for a "Virtual Film Fest" in which individuals from both communities can interact with one another without having to pay for travel expenses.
8. Tree sapling exchange program: Send tree saplings to one another.
9. Native American Festival in Japan:
 - a. Coordinate with the four tribes in the County to explore the concept of a festival or performance in Japan.
 - b. Coordinate with contacts in Rikuzentakata to explore the concept.
10. Other Tribal involvement:
 - a. Coordinate with the Tribal governments in the County to explore other ideas for how the Tribes can be involved.
 - b. Encourage the Tribes to explore ideas of working with the City, County, Harbor District, and the other Tribes to create memorial or display in Beachfront Park or other location.
11. Other ideas
 - a. Work with Wild Rivers Foundation and other potential partners to explore the idea of forming a non-profit organization to take the lead on the Sister City relationship.
 - b. Create a youth ambassador system in collaboration with the State Department.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown

Budget Required

\$0 to \$15,000

Who can make this recipe?

- School District
- City staff
- Chamber of Commerce
- Volunteers

Districts Served

This recipe can indirectly serve all the districts.

Governor's Office of Business and Economic Development

The Governor's Office of Business and Economic Development (GO-Biz) serves as the State of California's leader for job growth, economic development and business assistance efforts.

We offer no cost consultation for incentive identification, site selection, regulatory or permitting compliance assistance, foreign direct investment and export assistance. Contact us to get started.



Contact us

ECONOMIC DEVELOPMENT TEAM

1S: Seek Help from GoBiz

Ingredients

- Relationship with GoBiz

Time Required

A few hours of staff time per quarter.

Description

The California "Governor's Office of Business and Economic Development" or "GO-Biz" offers free advice and assistance to local governments. This recipe is a simple reminder to call the department periodically (such as once a quarter) to share the City's initiatives and ask for assistance from the State. It is unlikely that much will come from this, but it doesn't hurt to check periodically. The City might just get lucky and get a good tip from the State regarding potential grants.

Directions

1. Send this document:
 - a. Send an electronic (and possibly a printed) copy of this document to GO-Biz.
 - b. Encourage the Department to read and review this document and to provide feedback.
 - c. Ask if the State has any ideas regarding how to complete any of the recipes.
 - d. Ask if the State has suggestions for additional recipes.
2. Schedule a quarterly check-in call:
 - a. Ask the GO-Biz staff to commit to a half-hour quarterly check in call.
 - b. During the calls, ask for updates regarding grant opportunities and other leads that could be helpful to the City.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

This recipe can indirectly serve all the districts.

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1T: Seek Help from League of California Cities

Ingredients

- Relationship with League of California Cities

Time Required

A few hours of staff time per quarter.

Description

Founded in 1898, the League of California Cities is a non-profit coalition of incorporated communities that advocates for local control and for other common interests of California's cities. With literally hundreds of California cities banded together working towards common goals, the organization is a rich source of information that could be of value to Crescent City.

Directions

- Call the north coast (Redwood Empire) representative. Ask how the LoCC can help Crescent City with economic development.
- Send this document:
 - Send an electronic (and possibly a printed) copy of this document to the League representative. Ask her/him to share the document with colleagues in various divisions.
 - Ask the League to provide feedback.
 - Ask if the League has any ideas regarding how to complete any of the recipes.
 - Determine if the League can help implement any recipes.
 - Ask if the State has suggestions for additional recipes.
- Schedule a quarterly check-in call:
 - Ask the League regional representative to commit to a half-hour quarterly check in call.
 - During the calls, ask for updates regarding grant opportunities and other leads that could be helpful to the City.

Which goals are addressed?

- Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

This recipe can indirectly serve all the districts.

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California Association for Local Economic Development

ECONOMIC DEVELOPMENT TEAM

1U: Evaluate CALED Membership

Ingredients

- Relationship with CALED

Time Required

A few hours of staff time per quarter.

Description

Founded in 1980, the California Association for Local Economic Development (CALED) is a statewide non-profit membership-based professional economic development organization that assists its members with a range of economic development initiatives. CALED supports its 800+ members through information, technical assistance, training, education, and research.

Directions

1. Determine value of CALED membership:
 - a. Contact the Executive Director and indicate interest in membership.
 - b. Insist that Crescent City wants to understand the value it will receive for its membership dues.
 - c. Send an electronic (and possibly a printed) copy of this document. Ask if CALED can directly assist with anything in this document.
 - d. Determine if CALED can assist the City in any other ways.
2. Call cities in the neighboring counties to inquire if they find value in their CALED memberships.
3. Discuss the possibility of membership with the County, Tribes, the Chamber, and other partner organizations.
4. If membership seems worth the cost, bring a discussion before City Council during the next budget session.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff

Budget Required

TBD (likely in the range of \$5,000 per year).

Districts Served

This recipe can indirectly serve all the districts.

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ECONOMIC DEVELOPMENT TEAM

1V: Create Econ Dev Coalition

Ingredients

- Outreach materials

Time Required

Approximately two to four hours of staff time per month.

Description

There is an opportunity to create and support an Economic Development Coalition comprised of economic development practitioners across both the public and private sectors on a countywide basis. The purpose of the coalition would be to foster community and economic development to improve quality of life for the people of Del Norte County. The coalition would serve as a venue for collaboration between economic development practitioners across jurisdictional boundaries and designed to create networking and education opportunities. This coalition would meet monthly for special presentations and networking as well as host special events for the purpose of information exchange. This coalition could also partner with the Prosperity Network in Humboldt County, Tribal Governments and Curry County Oregon Economic Development organizations for regional events.

Directions

- Coalition Formation.
 - Use the Humboldt County Prosperity Network and the COVID Economic Resiliency Task Force as models for formation.
 - Develop a mission and vision statement. Consider creating a website.
 - Invite economic development specialists from all over the region to join.
 - The Coalition will meet monthly and focus on being action-oriented to implement or facilitate the recipes throughout this plan and the projects outlined in the CEDS.
- Events.
 - Conduct an annual meeting of economic development specialists from Del Norte, Humboldt, and Mendocino County. At this workshop, economic development specialist will present what they've been working on and hold a mixer after to exchange information.
 - Assist with and enhance the already well-established annual Del Norte County Economic Summit.
 - Another option would be for Del Norte to request an invitation to Humboldt's Economic Development Conference.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Chamber of Commerce and business associations (e.g. Downtown Divas)
- County staff
- Area Tribes

Budget Required

\$0

Districts Served

This recipe can indirectly serve all the districts.

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1W: Leadership Del Norte Program

Ingredients

- Partner organizations

Time Required

Hopefully, another organization can complete this task. Alternatively, this could require 40 to 80 hours of staff time.

Description

Dozens of Community Leadership Programs exist throughout the country. Nearby examples include the Eureka Leadership Program, Humboldt Area Foundation's Cascadia Leadership Program, and Leadership Santa Rosa, which is branded as "Master's Degree in Sonoma County." Typically, these programs seek to identify, develop, and equip effective community leaders to create and support a spirit of cooperation for the resolution of future community challenges. The programs often consist of a series of half-day or full-day sessions with prominent local guest speakers, networking opportunities, education about local issues, and leadership trainings. This recipe is about establishing a Leadership Program for Del Norte County.

Directions

1. Coalition formation:
 - a. These types of programs are typically created and facilitated by Chambers of Commerce and usually has the geographic scope covering an entire county. So hopefully, the City can use this recipe to inspire another entity to initiate the program. At the very least, the City should be able to get some help from partner agencies.
 - b. Send copies of this recipe to the County, Chamber, Tribes, and other partner agencies.
 - c. Set up a meeting to discuss the value and opportunities of forming such a program.
 - d. Contact Humboldt Area Foundation to see about enrolling Del Norte residents in Cascadia.
 - e. Be inspired by other Leadership Programs, such as those recently implemented in Eureka, Boise (ID), and Santa Rosa.
 - f. Call the Eureka Chamber of Commerce, which founded their program in 2019. Ask for lessons learned.
 - g. Work with the coalition to develop a custom Leadership Program designed to serve, promote, and enrich Del Norte County. Consider hiring a consultant to create the program on behalf of the coalition.
2. Refine program concept:
 - a. Determine a program objective, such as:
 - i. "Gather established community leaders, up-and-coming leaders, and aspiring future leaders to provide them with a comprehensive 360-degree community leadership training that prepares the leaders to enhance the future of Del Norte County." Or,

ECONOMIC DEVELOPMENT ACTIONS

- ii. "Over the course of eight months, this Leadership Program will shepherd a cohort of up-and-coming community leaders through eight day-long workshop sessions to gain exclusive inside access to the CEOs, Directors, and Managers of key industries and cultural identities of Del Norte County." Or,
 - iii. The overall objective of the program is to connect the cohort with most influential people/organizations in the County and to empower the cohort to tackle the most pressing challenges facing the community.
 - b. Select length of the program, which is typically six to 12 months. Determine if the program will be annual or once every other year. It could also be once each three years.
 - c. Select the size of the annual cohort, which is typically ten to twenty.
 - d. Determine the number of sessions, which is typically between six and 12. Determine the length of each session, which is typically 4 to 8 hours.
 - e. Determine the specific industries that will be the focus of each session, such as: healthcare, manufacturing, public safety, tourism, fishing, a particular cultural identity (e.g. Yurok people, Hmong community, etc), and/or a distinct community challenge (e.g. poverty, blight, educational attainment, etc).
 - f. Instead of industries, consider themes, such as: exploring healthcare challenges via a behind-the-scenes tour of Sutter Coast Hospital, business skills training via a hands-on training about the day-to-day operations Lucky 7 Casino, understanding the business challenges of complying with State regulations via a commercial fishing expedition, learning about the challenges of housing creation by touring a construction site, gaining empathy for equity and cultural preservation by sitting on the banks of the Klamath River and learning to speak Yurok from an Elder, learning about generational planning by meeting with the Elk Valley Rancheria to learn about the envisioned future of the Tribe, and focusing on tourism by receiving a behind-the-scenes tour of Public Lands management from the regional Directors of the State and National Parks.
 - g. Recruit key industry leaders of vital organizations (e.g. the Rumiano Cheese CEO, Sutter Coast Hospital CEO, the Yurok Tribe Chair, the owner of a prominent hotel, etc) to host/facilitate each workshop. Identify ways to "elevate the caliber" of the sessions by inviting State congress representatives, well-known business leaders, etc.
 - h. Determine if the program will conclude with a community-benefit project designed and implemented by the cohort following everything they learned in the day-long workshops.
3. Recruit participants:
 - a. Develop promotional materials.
 - b. Create a website.
 - c. Create an application form.
 - d. Advertise to get program applicants.
 - e. Consider charging a fee to program participants to pay for program costs.
 - f. Form a committee to review applications and select participants.
4. Implement program.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Who can make this recipe?

- City staff
- Chamber of Commerce and business associations (e.g. Downtown Divas)
- County staff
- Area Tribes

Budget Required

\$0 to \$10,000.

Districts Served

This recipe can indirectly serve all the districts.



ECONOMIC DEVELOPMENT TEAM

1X: Circles of Support and Community Care Days

Ingredients

- TBD

Time Required

TBD

Description

In 2007, the Chamber of Commerce commissioned the document “Action Del Norte.” That document calls for efforts to “build a strong and positive community” through projects such as the creation of a program called “Circles of Support and Community Care Days.” It describes the program as: “Support networks to assist families and individuals in the pathway to prosperity and leadership – creating cultural change and transformation. These unique programs work to inspire and encourage prosperity.” This recipe is a placeholder to create a list of instructions for how to create such a program.

Directions

1. Utilizing other recipes as examples, generate a recipe here.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

TBD

Who can make this recipe?

- TBD

Budget Required

TBD

Districts Served

TBD

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ECONOMIC DEVELOPMENT TEAM

1Y: "New Ideas!" Speaker Series

Ingredients

- TBD

Time Required

TBD

Description

In 2007, the Chamber of Commerce commissioned the document "Action Del Norte." That document calls for efforts to "build a strong and positive community" through projects such as the creation of a program called "New Ideas! Speaker Series." It describes the program as: "A rotation of the brightest minds will inspire "New Ideas!" into the communities through open public presentations on current topics. Inspiring and creative messages for all to enjoy." This recipe is a placeholder to create an list of instructions for how to create such a program.

Directions

1. Utilizing other recipes as examples, generate a recipe here.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

TBD

Who can make this recipe?

- TBD

Budget Required

TBD

Districts Served

TBD

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1Z: Request New Recipes from Everyone and Accept All Submittals

Ingredients

- Free downloadable templates
- Relationships with partner agencies
- Website

Time Required

40 to 80 hours of staff time

Description

This document is full of great ideas from many of the smartest and most inspired people in Crescent City. But, the best ideas are still out there. There is a little old lady that has lived in the City her whole life and she has a revolutionary idea for Crescent City that she has never shared with anyone because she does know anyone cares about her ideas. And there is a young Yurok man about to graduate from Del Norte High School that doesn't realize how much the City needs his brilliant plan for improving downtown. And a fisherman that leaves the harbor each morning before sunrise has a brilliant solution for one of the City's biggest challenges that he has never communicated to anyone. The more ideas that the City collects, the more allies the City will have. Even if someone submits a terrible idea, at least they are actively engaged in trying to make the City a better place. So, this recipe is about expanding Crescent City's economic development team to literally everyone that is willing to share their best ideas.

Directions

1. Create free downloadable templates:
 - a. Create a blank fillable "recipe template" in a Microsoft Word document. The template should be set up such that interested parties can easily create their own recipes to match the format and style of the recipes in this document.

- b. Create an identical blank fillable template, but with a Google Doc format.
 - c. Create basic instructions for how to use the template and how to create a recipe.
2. Post the templates on the City's website and make them downloadable. Make it clear on the webpage that the City invites new recipes from anyone that would like to generate and submit one. Also encourage people to complete recipes.
3. Generate new recipes from City staff, City Council, and partner agencies:
 - a. Require each City staff member to create at least one new recipe per year. Make it a part of their performance evaluation.
 - b. Request that City Council members, Planning Commissioners, and members of other City committees each create at least one new recipe per year.
 - c. Request at least one new recipe per year from the staff and board members of partner organizations, such as the Chamber of Commerce and the Harbor District.
 - d. Send the City Manager or a Department Head to each of the Tribal Council meetings and invite Tribal Council members, Tribal staff, and general Tribal members to submit new recipes.
4. Encourage the School District Administration to have High School students complete their own recipes. This could be a school assignment for a Civics class or an English/Writing class.
5. Create a "Best Recipe Contest" for the general public:
 - a. Envision a contest in which members of the general public submit recipes in a competitive challenge or tournament. Consider allowing submittals from City staff to ensure that there are a lot of overall submittals.
 - b. Establish parameters for the contest. Is the contest open for one year or just a few months? Can people be on teams? What are the rules?
 - c. Work with City Council to determine if a cash award could be budgeted.
 - d. Create a buzz around the contest via Press Releases, news interviews, social media posts, etc.
 - e. Create a webpage that explains the contest and at which submittals can be uploaded.
 - f. Consider establishing categories, such as:
 - i. Most Creative Recipe
 - ii. Most Transformative Recipe
 - iii. Best Youth Recipe (under the age of 18)
 - iv. Etc
 - g. Form a scoring committee.
 - h. Hold an award ceremony. Make it a big party:
 - i. Hold the event at the Cultural Center.
 - ii. Recruit local restaurants to provide free catering (or no-cost catering as an in-kind trade in exchange for the publicity).
 - iii. Options for the format of the event:
 1. Oscars Award Ceremony
 2. Shark Tank style with an audience
 3. Science Fair: anyone that submitted a recipe can set up a table display in an open room format
 4. Some combination of the above
 - iv. Hold the event annually.
6. Find other ways to get City staff, partner organizations, and members of the public to generate more recipe ideas.
7. As appropriate, add new ideas to this document in annual updates.
8. Consider having another contest to award individuals or organizations that actually enact recipes. Generating ideas is relatively easy when compared to the challenge of actually getting things done. So find a way to celebrate and reward volunteers that actually tackle recipes and make a real change.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.

Budget Required

\$0 to \$1,000

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Volunteers (literally anyone that will participate)

Districts Served

This recipe can indirectly serve all the districts.

SECTION 2: DATA GATHERING AND ANALYSIS

Summary

Data-driven decision making is essential to make informed decisions. This section focuses on data collection methods geared towards economic development. Information gathered from these projects will aid in the implementation of projects throughout this plan and potentially spark ideas for new projects. Data collected and analyzed through these recipes could also be informative to the City Capital Improvement Plan, annual budget process, and other efforts.

Challenges and the Sources of Challenges

It can be difficult to understand existing conditions and provide informed decisions without data gathering and analysis. On the other hand, it can be difficult to dedicate time, money, and resources simply to collecting information when important things need to be done. Data gathering requires time and funding that could be spent elsewhere. However, time and money spent in the initial data gathering phase will inform long-term decisions and could ultimately save time and money through better decision-making, more efficient processes, and more effective outcomes.

Vision of the Future

Crescent City's future will be informed by data gathering and analysis thereby contributing to continuous economic development. Data gathering will aid in the ability of economic development to thrive into the future. Information gathered can be continually updated to reflect the changes of Crescent City.

Section 2 Recipes

- Recipe 2A: Cost of Doing Business Analysis
- Recipe 2B: Vacancy Rate Analysis
- Recipe 2C: Grant-Availability Inventory
- Recipe 2D: Ten Year Sales Tax Analysis
- Recipe 2E: Conduct Visitor Analysis
- Recipe 2F: Improve and Promote the City's ParkScore®

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2A: Cost of Doing Business Analysis

Ingredients

- City permit fees
- City “average time to approval” analysis

Time Required

16 to 40 hours of staff time.

Budget

\$0; staff time only. While thousands of dollars could be spent on a consultant, this is not recommended.

Description

In the realm of regional economic development, a “cost of doing business analysis” is a multivariate evaluation of the overall costs of starting or operating a business in one region relative to another region. For example, imagine a company that is considering establishing a clothing manufacturing facility that will produce high-end fashion for the American market. The company is considering establishing the manufacturing facility in either southeast Asia or in Southern California. In this case, the cost of doing business would likely be much higher in California, though not across all variables. The labor costs in southeast Asia would likely be much lower, but the shipping costs may be substantially higher. The objective of conducting such an analysis is for a local jurisdiction to determine if any variables can be influenced to lower the overall cost of doing business to better appeal to private businesses. For instance, a City could lower or eliminate its permit fees to reduce the cost of doing business. Likewise, a City could shorten the amount of time required for permit approvals, thereby saving businesses time and money.

The City may benefit from preparing an analysis of the actual cost of doing business versus other competing locations. If the study demonstrates Crescent City has an advantage in doing business, this can be promoted. Where it is found the City may be more costly than competitors, some actions could be taken to reduce or offset cost components that create a disadvantage. This recipe is about conducting a lighter version of such an analysis.

Directions

1. Select a staff member responsible for gathering data and conducting this analysis.
 - a. The staff member will need access to information from the Finance, Building, Planning, and Public Works Departments.
 - b. The staff members should become familiar with these sorts of analyses by reviewing existing studies, such as the work conducted by “The Boyd Company” at <https://www.bizcosts.com/> or similar sites.
2. Identify the major categories of costs for businesses and identify which of those costs the City can control or influence. For instance:
 - a. Factors the City can directly control
 - i. City permit fees
 - ii. Average time to approval for City permits
 - iii. Establishment of incentive programs (including cash incentives) for new businesses (not recommended)
 - b. Factors the City can influence
 - i. Utility connection fees (the City is still subject to State laws regarding the establishment of such fees)

- ii. Some utility costs (the City is still subject to State laws regarding the need to recover utility operations costs)
 - iii. Some local taxes (the City can influence the overall sales tax in the City, but only to a limited degree)
 - c. Factors the City cannot control or influence
 - i. Construction costs
 - ii. Non-City permit fees (such as Coastal Commission fees)
 - iii. Average regional wages
 - iv. Average regional lease rates and real estate costs
 - v. Transportation and shipping costs
 - vi. Travel costs
 - vii. Average time to approval for non-City permits
 - viii. Some utility costs
 - ix. State/Federal taxes
3. Scale back the study:
 - a. Eliminate from consideration those factors that the City cannot control or influence.
 - b. Given how little the City can directly influence, conducting a full cost of doing business analysis is not recommended.
 - c. This recipe only provides instructions for conducting a "light analysis" of those factors that the City can directly influence.
 - d. Gather the following from Crescent City and each of the comparison cities:
 - i. City permit fees (most recent fee schedule)
 - ii. Utility connection fees
 - iii. City-established utility costs
 - iv. City-established taxes (sales tax and TOT)
 - v. Average time to approval for City permits (see next numbered item)
4. Compile and synthesize data "Average time to approval for City permits"
 - a. Check city records regarding all permits for the past three to five years.
 - b. Find "date submitted" and "date approved" for each permit.
 - c. Via interviews with staff, eliminate anomalies (such as withdrawn applications).
 - d. Calculate total average days to approval.
5. Gather comparison data:
 - a. Identify other jurisdictions to which Crescent City will compare itself. Start with the cities in the surrounding region (listed in Table 3 on page 8).
 - b. Gather from each of the cities the same data collected from Crescent City.
6. Compare Crescent City to the other communities in the region.
7. Prepare a report to the City Manager recommending changes for those factors in which Crescent City is above average.
8. Identify cost advantages of Crescent City that can be marketed.
9. All of the above could be conducted by a consultant for a fee. If the City elects this option, prepare and issue a Request for Proposals and select the consultant per standard City procedures.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Pairs with...

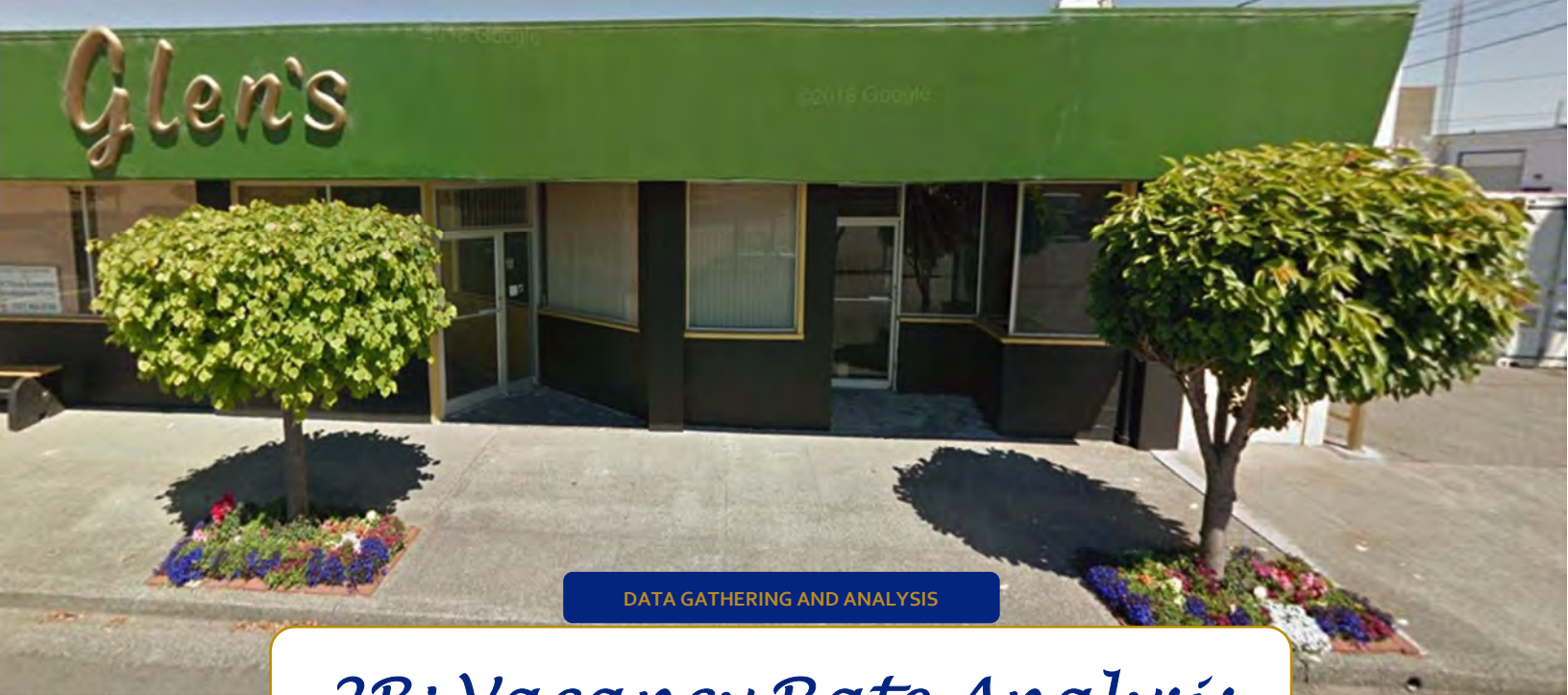
2B: Vacancy Rate Analysis

Who can make this recipe?

- City staff

Districts Served

This recipe can indirectly serve all the districts, but is likely to be of greatest value in those districts with the highest vacancy rates, such as Downtown.



DATA GATHERING AND ANALYSIS

2B: Vacancy Rate Analysis

Ingredients

- Study area (such as Downtown)
- Staff labor and/or consultant
- Spreadsheet software (such as Excel)
- Mapping software (such as GIS)

Time Required

Approximately two to eight hours per City block (or equivalent). Downtown would require approximately two to eight weeks.

Description

The commercial vacancy rate (or relative percentage of empty storefronts) of a commercial district is an indicator of economic health. Crescent City's downtown appears to have an unusually high vacancy rate. This recipe outlines instructions for how to conduct vacancy-rate analyses, to help the City understand the extent and patterns of vacancies. These analyses (or studies) can be conducted city-wide, in a specific economic development district, in a select zoning district, or even within a single City block. Armed with the information gathered during these analyses, the City can then develop strategies for reducing vacancy rates. The reasons behind vacant storefronts are numerous and multi-faceted and therefore likely require a broad set of strategies as opposed to a single policy or program. As part of a vacancy rate analysis, the City and community can begin to determine the extent and causes of vacancies and identify what strategies are required to successfully restore underutilized sites to an active state. This recipe will allow the City to better understand vacancy rates in select study areas and to work with property owners and community members to develop best practices for tenant attraction.

Directions

1. Study Area. Identify the study area using the following considerations:
 - a. Ask yourself, "What is the area we care about and why?" Consider which areas or subareas have existing vacant storefronts that are either 1) large in size, 2) visually prominent, or 3) vacant for long periods of time. Even temporary vacancies, through normal turnover, can have a negative impact on the perception of a commercial corridor's vitality and quality of the consumer shopping experience.
 - b. Use the City's economic districts, zoning districts, or other distinct areas to create a boundary.
 - c. Determine how many blocks can be analyzed based on staff time and budget. Six to twelve blocks is a good starting point.
2. Data Collection. Focus on first floor commercial spaces.
 - a. Create an excel spreadsheet with the following columns: block number (create a numbering system within the study area), parcel number, allowed uses, space-business type, business name, address, property owner name, property owner contact information, vacant (y/n), and zone district. Space-business type includes the type of business that the leasable space is designed for: retail; food service; hotel; personal/care services; office-

- professional service; office-government and civic; social services; arts, culture, and entertainment; medical and health; automotive retail; retail services; manufacturing/wholesale; warehousing; education and training; and communications.
- b. Conduct a site survey of the study area. Determine if there is a community member or community group with knowledge of the defined study area. They can assist with providing information in the excel sheet and coordinating with property owners.
 - c. Verify ownership information by retrieving County Assessor data for the assessor's parcel number and ownership information. Water billing information can also be used.
 - d. Verify occupancy/vacancy by performing site visits. Record the listed addresses, business name, and note whether it is vacant or not.
 - e. If it is unclear if the space is currently leased or not, contact the property owner and/or realtors to provide the necessary information.
 - f. Compile information from the site visits and property owners into the excel spreadsheet.
 - g. Calculate vacancy per parcel by the number of vacant or not vacant store fronts. Take the number of vacant storefronts, divide that result by the total number of storefronts, and multiply that number by 100 to get the total vacancy rate. Alternatively, vacancy can be calculated by approximate square footage.
 - h. Create a pivot table to easily summarize data.
3. Data Presentation and Follow-Up. This information can be updated annually or as often as needed and used to develop best practices for tenant attraction.
 - a. Consider visualizing the data by heat map with areas of high/low vacancy; color coding blocks with green (0-5 vacancies), yellow (5-10 vacancies) and red (10+ vacancies); overlay vacancies with zone districts; and/or chart with data by use type.
 - b. Understand the condition of the spaces by asking: "Is it ready to be rented or not? What uses do we have too much of and what uses are we lacking? What's the predominant use type?"
 - c. Target the top areas with the most vacancy and coordinate with the property owners to better understand the situation and how the City/community can support them. Open dialogue can help to determine if strategies should be geared towards assistance with 1) procuring a tenant to fill the space, 2) temporary activation of the space during an intermediary period, or 3) measures to improve the appearance and aesthetics of a vacancy.
 4. Additional resources. Review these for more ideas:
 - a. [Virginia Main Street: The Cost of an Empty Building: Calculating Opportunities Downtown](#)
 - b. [Storefront Vacancies Best Practices: Prepared for the City of Cambridge](#)
 - c. [Redeveloping Commercial Vacant Properties in Legacy Cities](#)
 - d. [Downtown Retail Strategy Report - City of Bellingham](#) (pages 23-27)

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.
8. Focus on efforts to enhance downtown.

Budget Required

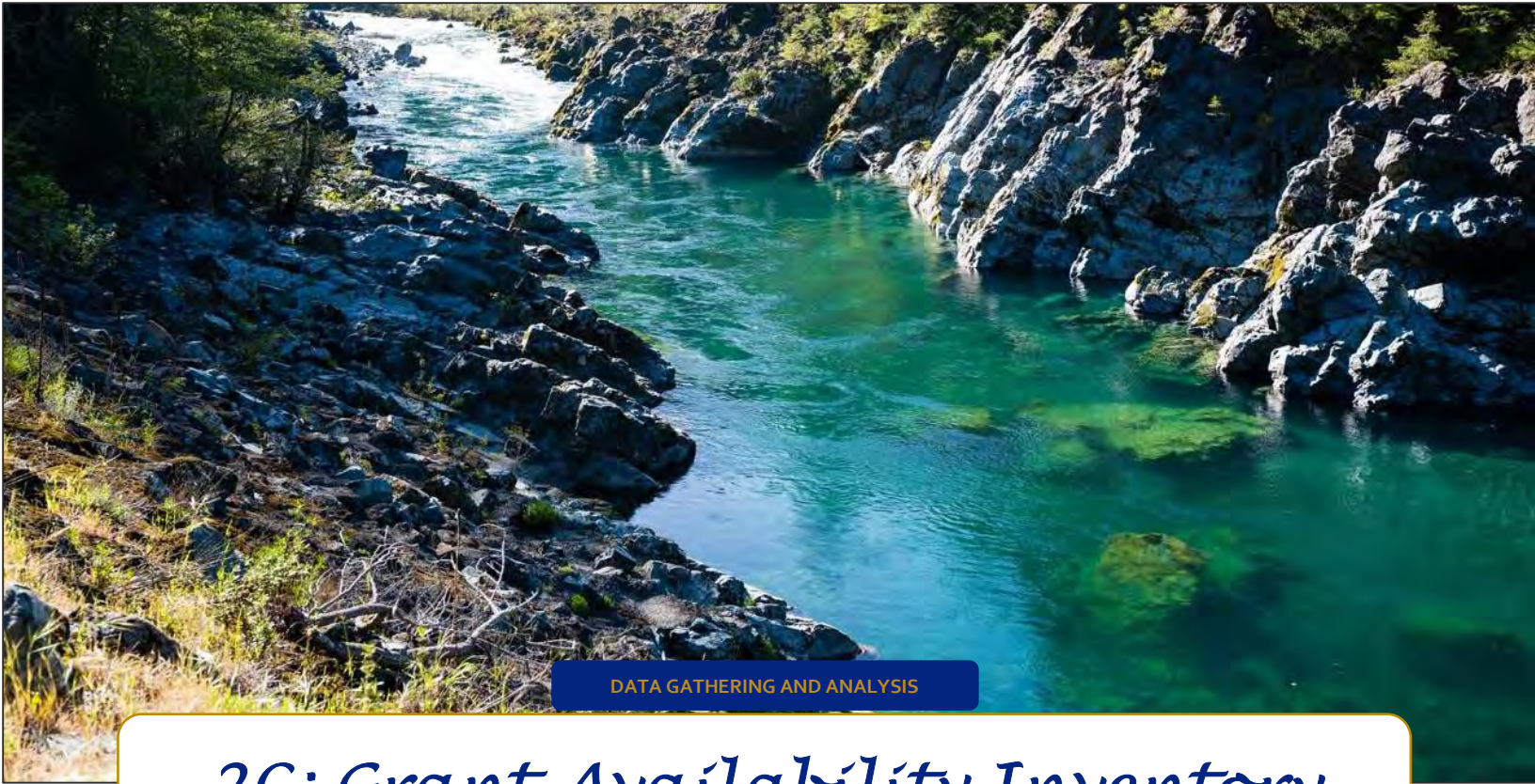
No additional budget would be required for staff to complete this task. For a consultant, the City should expect to spend between \$400 and \$1,000 per City block. The 24 blocks of the commercially zoned portion of Downtown would require between approximately \$5,000 and \$12,000. Re-establishing the vacancy rate of the same area several years later would likely require half the cost because the background data would be set up.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



DATA GATHERING AND ANALYSIS

2C: Grant-Availability Inventory

Ingredients

- Microsoft Suite Software

Time Required

16 to 40 hours of staff time per year.

Description

An Annual Grant-Availability Inventory will track potential funding sources to ensure the City is taking advantage of applicable grant opportunities. Grant funding is an supplemental revenue source for the City's budget. By using grant funding, the City can offset budget constraints and use other resources to implement projects.

Directions

1. Set up a Word document or Excel spreadsheet with funding name, source of funding, match requirement, description, types of funding, eligible projects, fund available, when available, and how to apply.
2. Research funding opportunities based on the needs of the City from federal and state agencies.
3. Compile this information and apply as needed.
4. Annually update this information.
5. Track grants as they are submitted or considered.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

Can be applicable in all districts.

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DATA GATHERING AND ANALYSIS

2D: Geographic Sales Tax Analysis

Ingredients

- City-wide sales tax data for the past ten years
- ECONOMIC DEVELOPMENT DISTRICTS
- Spreadsheet software program

Time Required

Approximately 8 to 16 hours of staff time for initial set up and up to 8 additional hours per quarter.

Budget

\$0; staff time only.

Description

Sales tax is a vital component of the City's General Fund. By analyzing sales tax, revenue sources can be maximized, and the City will be provided with relevant and timely information for decision making processes. The City currently contracts with the firm HdL to receive quarterly sales tax reports that provide most of what the City needs. However, the reports currently provided do not include any geographic analysis of the City. For instance, the City does not currently know what percent of the City's overall sales tax is generated in the downtown area. This recipe outlines how the City can request and set up geographic analyses.

Directions

1. Identify geographic areas to be analyzed:
 - a. Review the ECONOMIC DEVELOPMENT DISTRICTS on page 12.
 - b. Determine if those districts are appropriate for this analysis or if the City would prefer different geographic areas to analyze.
 - c. This document recommends utilizing those districts.
2. Acquire and share files:
 - a. Create GIS files of the geographic districts.
 - b. Provide the GIS files to HdL.
3. Request reports:
 - a. Request that HdL utilizes the files provided to generate geographic summary analyses of the City's sales tax by district. What percent of sales tax is generated in each district? Have HdL conduct this analysis as a part of their quarterly packet.
 - b. For each district, also request a year-over-year percentage change for the past five to ten years. Request that the data is presented in a multivariate line graph format.

4. On-going evaluation and reactions:
 - a. Continue to receive geographic specific reports each quarter.
 - b. Note which districts tend to be more seasonally variable and which appear to be more seasonally stable.
 - c. Track the changes of sales tax per district over time to evaluate the relative retail health of different parts of town over time.
 - d. When the sales tax generation of specific districts unexpectedly change (up or down) over time, determine if the City should react. For instance, is the zoning of any given district slowly becoming outdated over time and decreasing the viability of that district? Or, has a recent street re-routing project impacted businesses?
5. Share information with key businesses, economic development partners, and/or the general public:
 - a. Send quarterly reports to the City's economic development partners (see Table 3 on page 8) when the reports contain information relevant to specific partners.
 - b. Post publicly available information on the City's website.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Who can make this recipe?

- City staff
- HdL or another contracted accounting firm

Pairs with...

- 1D: EconDev Webpage
- 2B: Vacancy Rate Analysis

Districts Served

Applicable in all districts.



DATA GATHERING AND ANALYSIS

2E: Conduct Visitor Analysis

Ingredients

- Surveys

Time Required

Approximately 8 to 16 hours of staff time for initial set up and up to 8 additional hours per quarter.

Budget

\$0 (staff time only) to tens of thousands of dollars for a consultant.

Description

Tourism and regional visitors constitute a substantial portion of Crescent City's economy. Tourism generates an important segment of the sales tax and majority of the transient occupancy tax generated in the City. Local restaurants, hotels, vacation rentals, and retail store all rely on visitors to varying degrees. For these reasons, the City invests annually into tourism marketing in an attempt to increase the City's tourism market. But how much does the City understand about the visitors that frequent Del Norte County and what is the best way to reach prospective tourists? This recipe presents a suite of standard analyses that the City could deploy to provide the City with valuable information to aid in understanding why people are visiting Crescent City and what activities they are participating in. This information can be used to support the tourism industry and to validate/refine the City's tourism marketing strategies.

Directions

1. Read studies from other communities to understand the range of what can be done. Examples include:
 - a. Visit Napa Valley: The Napa Valley Visitor Profile 2018:
<https://www.cityofnapa.org/DocumentCenter/View/5257/2018-Napa-Valley-Visitor-Profile>
 - b. Marine Resources Program, Newport, Oregon: Cape Falcon Marine Reserve Visitor Intercept Survey:
<https://oregonmarinereserves.com/content/uploads/2016/12/Visitor-Intercept-2015-Report.pdf>

- c. City of Ventura: Visitor Profile & Economic & Fiscal Impacts of Ventura Tourism In 2017:
<https://www.cityofventura.ca.gov/DocumentCenter/View/13670/VVCB-2017-Econ-Fiscal-Impact-Study>
 - d. Colorado Tourism Office: 2019 Travel And Tourism Market Analysis:
https://www.industry.colorado.com/sites/default/files/Colorado%202019%20final%20report_online.pdf
 - e. Las Vegas Convention and Visitors Authority: 2019 Las Vegas Visitor Profile Study:
<https://www.lvcva.com/research/reports/post/2019-las-vegas-visitor-profile-study/>
 - f. Hilton Head Island, South Carolina: 2020 Visitor Profile Survey:
file:///C:/Users/Robert%20Holmlund/Downloads/2020_Hilton_Head_Island_VPS_Report.pdf
 - g. Visit St. Petersburg/Clearwater: Visitor Profile Study:
https://partners.visitstpeteclearwater.com/sites/default/files/St.%20Pete%20Clearwater%20Visitor%20Profile%20-%20Interim%20Monthly%20Report%20of%20Findings%20January%202018_2.pdf
 - h. Countless others...
2. Identify objectives that the City would like to accomplish, such as
 - a. Visitor Research:
 - i. Questions investigated and answered: Who is visiting Crescent City? How many people visit? How much do they spend? How do they find Crescent City? How do they plan their trip? What are their trip interests? How do they engage with our hotels, restaurants, and attractions?
 - ii. Visitor research studies can help the City to understand our optimal target market by developing accurate visitor profiles. We can use this information to better understand our visitors, more accurately estimate visitor volume and spending, and more effectively position ourselves to future travelers.
 - b. Economic Impact and Return on Investment Research:
 - i. Economic Impact studies can be conducted for the City's entire tourism industry, for a specific marketing effort (such as a website) and/or for a specific event.
 - ii. Each analysis can estimate the annual gross economic impact to the overall regional economy as well as calculate the total tax revenues generated.
 - iii. Additional information can include the total number of jobs supported and gross spending in key related industry segments.
 - iv. Armed with the above information, an ROI (return on investment) analysis can be conducted to quantify the revenue generated relative to the expenses incurred for specific marketing efforts. Such an analysis can justify the reduction or expansion of the City's investment into marketing efforts.
 3. Consider hiring a consultant. However, direct City staff to conduct some degree of analysis, even if a consultant will ultimately be hired. By having staff conduct some research, the staff member will be better equipped to manage and evaluate the work of consultants. Alternatively, the work of the staff member may be sufficient, and it may not be necessary to hire a consultant. Examples of the types of work that staff could conduct include visitor intercept surveys, on-line surveys, and anecdotal surveys of the owners/staff of restaurants, hotels, and vacation rentals.
 4. Co-sponsor an annual "Tourist Attraction" workshop with County, Chamber, and others. Identify ways to attract more tourists and extend the time tourists stay. Include lodging facilities owners and operators, tourists business such as restaurants and retailers, and neighboring jurisdictions. Focus on image and theme. Conduct an ongoing review of promotional materials. Review trends in tourism and their relationship to Del Norte County. If necessary, fund workshop with TOT funds (at least in part).

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Who can make this recipe?

- City staff
- Consultant

Pairs with...

- 1D: EconDev Webpage
- 2B: Vacancy Rate Analysis

Districts Served

Applicable in all districts.



DATA GATHERING AND ANALYSIS

2F: Improve and Promote the City's ParkScore®

Ingredients

Trust for Public Land website

Time Required

Approximately 8 to 40 hours of staff time.

Budget

\$0; staff time only. Alternatively, a consultant could be hired for between \$2,000 and \$5,000.

Description

The nonprofit conservation organization Trust for Public Land created the ParkScore® index, which is a rating system developed to measure the relative quality and quantity of parks in 14,000 communities in the US. Up to 100 points are awarded to a community based on four characteristics of an effective community-wide park system: acreage, investment, amenities, and access. Per the organization's nationwide analysis, Crescent City has a score of 64 against the national average of 55. However, an initial review indicates that the organization's database is not entirely accurate for the City. This recipe provides instructions for how Crescent City can improve its ParkScore® and then advertise, celebrate, and market the City's excellent park amenities.

Directions

1. Review the ParkScore website:
 - a. Primary site: <https://www.tpl.org/parkscore>
 - b. Mapping site: <https://parkserve.tpl.org/mapping/>
 - c. Crescent City data: <https://www.tpl.org/city/crescent-city-california>
2. Using the above tools, compare Crescent City to nearby and similar communities, such as:
 - a. Bandon = 40
 - b. Brookings = 61
 - c. Crescent City = 64
 - d. Eureka = 83
 - e. Ashland = 86
3. Use the organization's online system to "administratively improve" the City's score without having to make any physical improvements (yet).

ECONOMIC DEVELOPMENT ACTIONS

- a. The City already has a relatively high score, but the organization's database is not entirely accurate for Crescent City. The City's score could probably be improved with a little administrative data management on the organization's webmapping program.
- b. Work with the organization to fix data errors. Follow the instructions regarding how to add missing parks and fix data errors, here: <https://www.tpl.org/parkserve/about#faq04>.
4. Once all of the above is complete: advertise, celebrate, and market the City's excellent park amenities.
 - a. Create a press release for local media outlets celebrating the City's score.
 - b. Display information regarding the score on the City's website.
 - c. Consider other ways to celebrate and promote the City's score.
 - d. Create a staff report regarding the work completed above and present this information to City Council, for no other reason than to celebrate and stimulate community pride.
 - e. Inquire with City Council if staff should evaluate additional ways to improve the City's score.
5. Following Council direction, explore ways to make physical changes to further improve the City's score.
 - a. Use the "Park Evaluator" tool on the organization's mapping website to analyze where/how the City can make improvements to the park system to better serve the residents of the City:
 - i. <https://parkserve.tpl.org/mapping/index.html?CityID=0617022>
 - ii. https://parkserve.tpl.org/mapping/pdfs/ParkEvaluator_Instructions.pdf
 - b. Review a map of City-owned parcels to determine if there are any opportunities to create new City parks, even if they are small "pocket parks."
 - c. Conduct a community survey to establish how the residents of the City perceive the quality/quantity of the City's parks. Where would the general public like to see new/expanded parks?
 - d. Use the ParkScore system when developing the City's Capital Improvement Program.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends.

Who can make this recipe?

- City staff
- Consultant

Pairs with...

- 1D: EconDev Webpage
- 2B: Vacancy Rate Analysis

Districts Served

Applicable in all districts.

SECTION 3: SIMPLIFY AND STREAMLINE REGULATIONS

Summary

Simplifying and streamlining regulations is essential to economic development. This section focuses on updating key City documents which are relevant to economic development, such as the General Plan and Zoning Code. These key City documents provide comprehensive long-term views that also affect the daily functions of the City. By updating these documents with a focus on simplifying and streamlining regulations, economic development will be provided with tools to thrive.

Challenges and the Sources of Challenges

The City's regulations need to be updated, simplified, and streamlined to reflect the City's vision, maintain its credibility, and reaffirm its commitment to business success. A pro-business perception takes time to earn even when the right approaches are in place. The proof will be in repeatedly demonstrating and communicating results.

Vison of the Future

The City envisions a future with simplified and streamlined regulations for economic development to prosper. Regulations that allow economic development to thrive are the goal. The City hopes the regulations will be tools to implement economic development rather than barriers.

Section 3 Recipes

- Recipe 3A: Business Outreach Program
- Recipe 3B: Business Liaison Program
- Recipe 3C: Economic Development in the General Plan and Zoning Code
- Recipe 3D: Business License Innovation
- Recipe 3E: Cannabis Businesses
- Recipe 3F: Development Fees Comparison
- Recipe 3G: Local Business Contracting Policy

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3A: Business Outreach Program

Ingredients

- Information from the State Employment Development Department (EDD)
- List of City Business License renewals
- Sales tax and TOT data
- Contact information of businesses

Time Required

Approximately eight to 16 hours to set up the program. Approximately four to eight hours per month to maintain the program.

Description

If the City is going to simplify and streamline its regulations, there is no better place to start than by working with the businesses that operate in the City. Frequently, business owners are frustrated by the decisions that local governments make, and they often feel alone. A remedy is to prioritize open and ongoing communication between City staff and the local business community to ensure that the City is aware of and regularly addressing the evolving needs of existing business. In addition, prospective business owners need to know that the City supports them and will strive to ease the processes associated with establishing a business. Towards these ends, this recipe is about establishing a formal Business Outreach Program, in which City staff are assigned specific responsibilities to meet business owners, receive a behind-the-scenes tour of their operations, and gather information about the needs and interests of the City's business community.

Directions

1. Form an internal staff team to review this recipe and develop a strategy for how to implement it.
2. Define and implement a Business Visitation Plan:
 - a. Assign a specific City staff member with the responsibility of managing and maintaining this plan.
 - b. Create a list of key businesses within the City.
 - i. Start with a list of the most recent business license renewals.
 - ii. Call the regional Labor Market Consultant (which is a State employee, not a consultant) of the State Employment Development Department (EDD). Ask for a list of the top 100 businesses in the City ranked by the number of people employed.
 - iii. Work with the City's consulting accounting firm HdL. Ask for a list of the top 100 sales tax generating businesses in the City.
 - iv. Work with the City's finance department to identify the top TOT (hotel tax) generating businesses in the City.
 - v. Using the above lists, create a prioritized list of businesses that will be visited. Ensure that the list represents a diversity of business types. Update the list annually.
 - c. Going down the list, call the businesses, explain the City's new "Business Visitation Program," and request an on-site tour of their business operations. Conduct at least one site visit per month and up to one site visit per week.

ECONOMIC DEVELOPMENT ACTIONS

- Rotate the City employees that participate in the site visits. Candidate employees include the City Manager, Department Directors, and all staff members involved in review/approval of permits.
- d. One objective of site visits is to better understand the needs, interests, struggles, successes, and values of the various businesses. Another objective is to provide City staff with new insights and a well-rounded understanding of the private businesses in the City.
 - e. Consider inviting City Council members, Planning Commission members, and staff/ directors of the Chamber of Commerce. Consider inviting key individuals from the County government as well.
3. Work with the business community to inventory the needs of businesses.
- a. Set out to identify the needs of the business community, as seen from their own perspective.
 - b. Clearly outline the administrative processes that businesses must comply with in order to operate within the City limits, including those requirements that are not under the control of the City.
 - c. Inventory what is needed to encourage business growth and expansion. This may include a listing of items that the City could act on, or support, that would encourage business retention and expansion. Items included in the inventory could be intended to support the business community at large, or could be intended to support a specific sector of the business community, such as the commercial fishing industry, for example. Items included in the inventory may range from infrastructure items, such as water, sewer, or streetscape improvements, to changes to the City's permitting processes, or the creation of new business support programs. Hire student interns for surveys.
 - d. problems that will allow the City to address the permit streamlining issues
 - e. Clearly identify what is needed for someone to open a business in the City.
 - f. The above can be accomplished by:
 - i. Survey businesses during business license renewal process. Conduct an initial survey of local businesses to identify broad based business retention and expansion needs.
 - ii. Conduct more targeted surveying on an annual basis in during annual license renewal process.
 - g. Conduct one-on-one interviews with key businesses. Target businesses that represent key strategic economic assets. Strive to maintain a pulse on the collective level of satisfaction with the local business environment and to obtain early warning of negative trends.
 - h. In those cases where businesses chose to leave the City, conduct exit interviews to identify the factors that led to their closure or relocation.
4. At risk business assistance:
- a. Develop a process whereby firms at risk of closing or relocating out of the area are encouraged to contact the City to see if the problems they are encountering can be resolved through City action.
 - b. Identify ways to collaborate with partner agencies to bring training, capital, and other resources to firms in need.
 - c. Assist with evaluation of co-locating struggling business with similar types of business and/or sharing of resources such as marketing, bookkeeping, support personnel, and equipment.
 - d. Connect struggling businesses with available loan programs and technical assistance providers.
5. Thriving business assistance: Provide as-needed assistance to firms with the capacity to expand (such as pre-permitting).
6. Based on the information gathered above, make modifications to the City's regulations, procedures, and practices as appropriate to improve the collective success of the City's businesses.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
2. Create and maintain systems for acquiring and analyzing key economic development data and trends
3. Simplify and streamline regulations to stimulate and ease economic development activities
5. Establish programs that retain, attract, and create jobs

Budget Required

No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff

Districts Served

Can be applicable in all districts.

3B: Business Liaison Program

Ingredients

- Community Outreach and Visioning
- Staff meeting
- Readjusted priorities and focus on business development

Time Required

This shift in perspective should require very little time and should ultimately save time.

Description

This recipe is drawn directly from a webpage associated with the League of California Cities website: <https://www.cacities.org/Top/Partners/California-City-Solutions/2014/Business-Liaison-Program>. The site describes a “Business Liaison Program” created by the City of San Clemente in 2010. At the time, San Clemente had dissolved their Economic Development Department. The Business Liaison Program was created by the Community Development Department to fill the resulting void and to help small businesses. Per the City’s experience, what resulted was a paradigm shift of City staff’s role from processor/regulator to educator/liaison, resulting in a strong mutually beneficial relationship between the City and its business community. The Program provided the ability for businesses to establish a personal relationship with an individual at the City, bringing a human element back into local government. In addition, the new structure increased the staff’s personal satisfaction in their profession as they witnessed how their involvement directly affects the community. This recipe provides instructions for how to Crescent City to emulate the program.

Directions

1. Build on the previous recipe to form an internal staff team to review this recipe and develop a strategy for how to implement it. Relationships and feedback from existing businesses will be key to the success of this effort.
2. Be clear from the beginning that this program will seek to be maximally cost effective by using existing City resources without increasing public costs.
3. Focus on ways to improve customer service without requiring more time. San Clemente found that “enhanced customer service does take additional time for the Planners, particularly when first establishing the program and forging initial relationships.” It is really about making customer service and relationships “a part of staff’s everyday job.”
4. Create the following system:
 - a. Hold a meeting with all staff members that interact with property owners, business owners, and applicants.
 - b. Inform them that they are all now “champions for development” and will serve as “Business Liaisons” as their primary responsibility.
 - c. Review the fact that while the City’s development rules and regulations are well established and institutionalized, what the City needs now is to help business owners to successfully navigate these processes, to the benefit of the business owners, neighborhoods, and overall community at large.
 - d. Encourage City staff to walk periodically commercial districts, consult with property and business owners, and attend business meetings.
 - e. When an individual expresses interest in engaging in development in the City (or submits an application), immediately assign a City staff member to serve as that person’s liaison.

ECONOMIC DEVELOPMENT ACTIONS

- f. The Liaison should be sure to introduce themselves, either in person, over the phone, or via email.
- g. The Liaison should personally commit to being vested in the growth and development of the City as their primary responsibility. The Liaison should then open all communications with the applicant with an expression of this personal commitment to the growth and development of the City. Businesses will inherently be more confident and easy to work with when they see that the City is vested in their success and committed to helping them.
- h. The Liaison should be educated in ways to help make businesses stronger, such as by providing them connections to the Chamber of Commerce, SBDC, AEDC, and other similar resources.
- i. The Liaison should share this document with each applicant and encourage them to help revitalize the City, invest in downtown, increase the City's economic vitality, and improve the way the City serves its business community.
- j. Direct each staff member that serves as a Business Liaison to continually strive to find ways to reduce vacancies and enhance commercial areas. invest in their properties, and improve the aesthetics of neighborhoods..

Which goals are addressed?

All of the City's economic development goals can be addressed by the City's general plan.

Who can make this recipe?

- City staff
- Consultant (hired by one of the above)
-

Budget Required

As described in the directions above, conduct a budget analysis by calling other communities in the region to see how much they have recently spent on General Plan updates. Ranges are likely to span from \$150K to \$2M.

Districts Served

General Plans are city-wide and thus all districts will be served.



SIMPLIFY AND STREAMLINE REGULATIONS

3C: Economic Development in the General Plan and Zoning Code

Ingredients

- Community Outreach and Visioning
- General Plan Update (GPU) website
- Existing Conditions and Trends
- Environmental Compliance
- Local Coastal Program (LCP) Land Use Plan Consistency

Time Required

Setting up the RFP process could require dozens of hours of staff time. Managing the General Plan Update process will require dozens of hours per month for over a year.

Description

Every jurisdiction in California is required by State regulations to create and maintain a General Plan, which is the local government's long-term framework for future growth and development. The General Plan represents the community's aspiration for its future and contains the goals and policies upon which the City Council and Planning Commission will base their land use and resource decisions. Some communities utilize the General Plan to constrain or limit growth, while others use their General Plans to embrace and stimulate growth. General Plans are mandated to receive comprehensive updates at least once each 20 years. Crescent City's last general plan update was in 2001, meaning that the City is overdue for an update. The City will likely update its General Plan within the next two years. This recipe outlines strategies for envisioning and fostering the types of growth that enhance the City's economy and ensure the efficient delivery of municipal services.

Directions

5. Clarify the priority of economic development when preparing for the general plan update.
 - a. According to the California Governor's Office of Planning and Research (OPR) General Plan Guidelines (https://www.opr.ca.gov/docs/OPR_COMPLETE_7.31.17.pdf), General Plans "greatly affect economic opportunity, development, and stability. Economic development must link and integrate with other elements in order to be successful."
 - b. Acknowledge the importance of integrating economic development into all component of the process.
6. Determine budget.
 - a. Call other communities in the region to find out how much they spent on their updates. Ask them how they acquired the funds to pay for the update. Find out how much of the documents that city staff completed on their own and which components were completed by consultants.
 - b. Review grant opportunities. Consider a CDBG PTA grant.
 - c. Call the California Governor's Office of Planning and Research (OPR) for advise regarding how to determine an appropriate budget.

- d. Note that a general plan update that includes few changes from the last version will be far more affordable than a general plan update substantially changes the last version. While it may be tempting to go for the cheaper and simpler version, the City may need a more comprehensive overhaul for the sake of enhancing economic development opportunities.
- e. Don't forget to budget for the associated CEQA documentation (which is likely even more expensive than the general plan update) and for the subsequent changes that will need to be incorporated into the City's zoning ordinance. Consider funding all three together as a single project.
7. Prepare a Request for Proposals (RFP) and hire a consultant.
 - a. Find RFPs from other communities. Use those as templates and inspiration.
 - b. Lead goal-setting session with City Council and Planning Commission. Solicit developer/business feedback.
 - c. Create a scope that emphasizes the City's interest in allowing and stimulating a broad range of uses. Indicate the City's interest in allowing much larger building heights, floor area ratios, and densities than what the City has allowed up to this point.
 - d. In developing the RFP, include a requirement that interested consultants must read and thoroughly understand this Economic Development Strategic Action Plan.
 - e. Require in the RFP that the City's new General Plan will include an Economic Development Element. Require interested consultants to demonstrate knowledge of the Economic Development chapter of the OPR General Plan Guidelines (Chapter 7).
 - f. Release the request for proposals (RFP) and select the consultant per standard City procedures.
8. Complete General Plan Update process, which includes community outreach/visioning, stakeholder interviews, workshops, surveys, City Council/Planning Commission working sessions, Community Background Report, Policy Papers, technical studies, annexation analyses, alternatives analyses, development of goals/policies/programs, Climate Action Plan, consistency analyses, public hearings, and adoption.
9. Ensure that the updated General Plan allows for much larger building heights, floor area ratios, and densities than what the City has allowed up to this point. Consider bold moves, such as eliminating parking requirements and residential density in commercial districts. Ensure that the land use restrictions/allowances favor business creation. Confirm that the General Plan is genuinely business friendly. Ensure community stakeholders and key partner organizations are actively engaged in the process.
10. Complete California Environmental Quality Act (CEQA) compliance. Assume that an Environmental Impact Report (EIR) will be required, especially if the City seeks to make meaningful changes to the General Plan that will stimulate economic development.
11. Update the City's Zoning Code, Design Guidelines, Housing Element, and Local Coastal Program (LCP) to be consistent with the General Plan. Ensure that both emphasize and prioritize the City's economic development goals and objectives. Do not allow the Coastal Commission to pressure the City into adopting LCP policies that are detrimental to development. It would better to retain the City's currently restrictive LCP rather than to adopt an even more restrictive LCP.

Which goals are addressed?

All of the City's economic development goals can be addressed by the City's general plan.

Who can make this recipe?

- City staff
- Consultant (hired by one of the above)
-

Budget Required

As described in the directions above, conduct a budget analysis by calling other communities in the region to see how much they have recently spent on General Plan updates. Ranges are likely to span from \$150K to \$2M.

Districts Served

General Plans are city-wide and thus all districts will be served.



3D: Business License Innovation

Ingredients

- Volunteer committee
- City's business license application
- Graphic designer or a City staff member with a flare for design

Time Required

Between 8 and 40 hours of staff time.

Description

Businesses locate in Crescent City in order to be closer to on-going commercial activity. Businesses and their customers depend on the services that the City provides, which include police and fire protection, zoning, sidewalks and many others that cannot be billed on an individual basis. Through a business license tax, businesses help pay for the City services that they depend on to operate successfully. This recipe is about incorporating some modern best practices and innovations in the business license process.

Directions

1. While not necessary for the remainder of this recipe, consider forming a committee to evaluate the City's business license forms and processes.
 - a. Candidates for committee:
 - i. Long-standing business owners that have repeatedly renewed business licenses.
 - ii. New business owners that just recently completed their first business license application.
 - iii. City staff members that process business licenses.
 - iv. Staff and/or board members from the Chamber of Commerce or other organizations.
 - b. Questions for the committee to consider:
 - i. What do applicants find confusing or frustrating?
 - ii. What do applicants wish was easier?
 - iii. What does the committee think of the rest of this recipe? Should any of these ideas be prioritized over others?
 - iv. What else could the City do to innovate and improve the business license process/systems?
2. Issue a survey during each annual business license renewal process.
 - a. Each year, every licensed business in the City is obligated to renew their business license. This is an excellent opportunity gather some information from all the businesses in town.
 - b. Develop a simple survey that the City can use to gather the opinions and needs of businesses. After a few years of issuing the same survey, the City will be able to conduct trend analyses.
3. Modify the City's business license system to be a fully online system or at least make the application a fillable on-line form. Provide options to businesses that allow them to complete the process without having to come in to City hall.
4. Make a range of "fancy" business licenses for wall displays:

ECONOMIC DEVELOPMENT ACTIONS

- a. Hire a graphic designer (or find a talented City staff member) to re-design the City's business license to be a beautiful and decorative design that businesses will be proud to display on their walls.
- b. Create several designs for business licenses that businesses can choose from. Consider making 20 or more different designs. This could stimulate a trend in which the general public would seek out each business's business license to see which one they selected.
- c. Consider having optional upgraded decorative versions of business licenses that cost extra money, such as the system utilized for California license plates. The extra money could be dedicated to specific funds of the business's choice (such as streets, the pool, recreation programs, etc).
5. Generate Social Media posts via business licenses.
 - a. Encourage each business license recipient to get their license framed with materials/labor from a local business. Provide a handout that lists every business in town that sells picture frames. Then encourage each recipient to post their annual business license renewal on social media.
 - b. Increase the business license fee by \$10. Then, provide a \$10 discount if the applicant posts a photo of their license on Social Media within 10 days of renewal. Re-post on the City's social media accounts each social media post created by a local business of their business license.
6. Update the City's "Business License Handbook"
 - a. The City currently has an excellent handbook for businesses. Consider upgrading this handbook based on the examples of other Cities.
 - b. Examples include:
 - i. City of Yreka: <https://ci.yreka.ca.us/DocumentCenter/View/552/Business-License-Handbook-PDF>
 - ii. City of Upland: <https://upland.hdlgov.com/docs/UplandHandbook.pdf>
 - c. Review State guidance regarding how to improve the handbook:
 - i. GoBiz: <https://businessportal.ca.gov/business-assistance/start-a-business/quick-start-guides/>
 - ii. SBDC: <https://www.northcoastsbdc.org/sites/default/files/BizNet%20-%20Checklist%20for%20Starting%20a%20Business%20in%20Del%20Norte%20County%20%20Crescent%20City.pdf>
7. Make business licenses required to participate in events such as farmers markets. And, consider adding multi-family residential rentals as needing to acquire a business license, as is done in Berkeley.
8. Encourage the County to begin issuing business licenses:
 - a. There are many businesses around the outside periphery of the City limits that are regulated by the County. The County does not require business licenses, and thus it is difficult for the County to gather information about businesses outside of City limits. At most, the County can only gather limited information from "Fictitious Business Name - Doing Business As Statement" documentation.
 - b. Meet with County representatives and encourage them to begin requiring business licenses, even if they do not require a fee. The County business license should mirror the City's forms and collect the same information.
 - c. Share this recipe with key County staff.
9. Consider other options:
 - a. Create a target of increasing the total number of business licenses in the City by 50% in one year by focusing on art-based businesses, pop-up business, and home-based businesses.
 - b. Create and promote a program in which artists, students, pop-up retail businesses, and home-based businesses only pay \$1 for a business license for their first year.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends
3. Simplify and streamline regulations to stimulate and ease economic development activities
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff

Districts Served

Applicable in all districts.



SIMPLIFY AND STREAMLINE REGULATIONS

3E: Cannabis Businesses

Ingredients

- Municipal Code Amendment
- City Council and Planning Commission Meetings
- Community Outreach Materials

Time Required

Eight to 40 hours of staff time.

Description

In 1996 California voters passed Proposition 215, the Compassionate Care Act, which made it legal for doctors to recommend cannabis to patients. For nearly 20 years, cannabis existed in a blurry semi-regulated grey area. Cannabis was legal for doctor's to prescribe, was legal to sell in a limited number of dispensaries, but was generally illegal to grow at a commercial scale. The regulatory environment was unclear and enforcement was lax, especially at the State level. The massive demand for cannabis in the southern half of the State was met by a supply generated in the northern half of the State, particularly on the north coast. This created a complex and uncomfortable local relationship with cannabis. Then, in 2015 the State passed the Medical Marijuana Regulation and Safety Act and in 2016 voters made adult use legal in the state. Almost immediately, a robust State regulatory system was created, which included provisions that allow local jurisdictions to permit or ban various types of cannabis businesses. Within a year, legal cannabis businesses became a billion-dollar industry with remarkable job creation. Recently, Crescent City passed local regulations allowing some amount of cannabis businesses. However, the City could expand and simplify its related ordinances with the objective of expanding the local economy, creating jobs, and generating revenue for the City's General Fund. This recipe provides instructions for how to recruit new cannabis businesses to Crescent City.

Directions

1. Think of cannabis businesses in a new way by comparing them to other similar types of businesses:
 - a. Cannabis retail stores (dispensaries) = liquor stores
 - b. Cannabis manufacturing facilities = liquor distilleries or breweries
 - c. Cannabis indoor cultivation facilities = liquor distilleries or breweries
 - d. Cannabis distribution facilities = beer distributors
 - e. Cannabis testing labs = blood work laboratories
2. Revisit Ordinance.
 - a. Revisit the City's ordinances that regulate cannabis businesses.
 - b. Does the City allow cannabis dispensaries in the same zoning districts in which liquor stores are allowed? Are cannabis distribution facilities allowed in the same parts of town as beer distributors? Etc.

- c. Do the City's ordinances restrict cannabis in unnecessary ways? Could more businesses be established with revisions to the regulations?
3. Conduct a comparison with other jurisdictions.
 - a. Compare the City's regulations against the regulations of other nearby cities, such as Rio Dell, Arcata, and Eureka. Note that each of these neighboring communities to the south actively have literally dozens of cannabis businesses.
 - b. Identify other cities within the region that allow for cannabis businesses.
 - c. Conduct a per capita calculation of cannabis businesses to city population size. Calculate the ratio of businesses to people in each city and compare that information with Crescent City's population size and potential cannabis businesses.
 - d. Hold a special study session with City Council to share this information and evaluate options.
4. Actively recruit cannabis businesses.
 - a. Create a webpage on the City's website regarding cannabis. Summarize the City's regulations and link to local realtors that can provide information about available real estate.
 - b. Generate a flyer or brochure regarding basic zoning and real estate opportunities for cannabis businesses in Crescent City.
 - c. Conduct a public records request of the State Bureau of Cannabis Control and the California Department of Public Health, Cannabis Division. Request the names and addresses of all licensed cannabis companies in the State.
 - d. Send flyer/brochure to active cannabis businesses.
 - e. Send a City staff member to cannabis business conferences. Create a booth at conferences advertising Crescent City's desire to recruit more cannabis businesses into the City.
 - f. Call cannabis businesses throughout the neighboring Counties to inquire if they are interested in expanding or if they know of other businesses from other parts of the State that are seeking a location in the far north coast.
5. Community Outreach.
 - a. Conduct outreach to educate the community on the benefits of cannabis businesses and to address any concerns.
 - b. Hold a City Council Special Study Session to review all of the above ideas.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Can be applicable in all districts.



3F: Development Fees Comparison

Ingredients

- City Fee Schedule
- Fee Schedule of other cities

Time Required

Approximately 16 to 32 hours of staff time.

Description

City permit and connection fees are a factor that can influence the decisions of developers and business owners. This recipe provides instructions for how to conduct a Development Fee/Rate Comparative Analysis to help the City understand how development fees are limiting or impacting new development.

Directions

1. Initiate Development Fee Planning Process.
 - a. Determine whether staff can complete development fees/rates comparative analysis in-house or whether a consultant will be needed.
 - b. If a consultant is needed, then draft and release an RFP and select consultant per standard city procedure.
2. Gather comparative information.
 - a. Review City permit fee types utilizing the City's fee schedule.
 - b. Identify five to ten other cities similar in size for comparison.
 - c. Create a table that compare the fees. Horizontal axis = cities (and counties?). Vertical axis = permit types.
 - d. Graph Crescent City's fee costs relative to other communities.
 - e. Identify permit fees in which Crescent City is unusually high or low.
 - f. Adjust fees as appropriate.
3. Repeat above analysis for utility connection fees and other related development costs that the City can control/influence.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities

Who can make this recipe?

- City staff
- Consultant

Budget Required

No additional budget would be required for staff to complete this task. For a consultant, the City should expect to spend between \$2,000 and \$4,000.

Districts Served

Applicable to all districts.

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SIMPLIFY AND STREAMLINE REGULATIONS

Recipe 3G: Local Business Purchasing Policy

Ingredients

- City Resolution

Time Required

24 to 48 hours of staff time

Description

This is a template for the creation of a new recipe revolving around the idea of creating a City policy or policies that would commit the City to purchase materials from local businesses, even if such a commitment would be more expensive than buying products on-line. There are many such policies enacted by other communities that could serve as samples.

Directions

1. City staff, partner agencies, and/or consultant to develop step-by-step instructions for this recipe.
2. In developing the steps for this recipe, focus on the City's economic development goals, industry sectors, and districts.
3. Also be sure to emphasize the Underlying Goals that are built into all City efforts (see ECONOMIC DEVELOPMENT GOALS on page 10): poverty reduction, equity and inclusion, health, and youth development.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities

Who can make this recipe?

- City Staff

Budget Required

\$0 (staff time only)

Districts Served

All district

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SECTION 4: ATTRACT AND STIMULATE HOUSING DEVELOPMENT

Summary

Housing is a driver of economic development. A sufficient supply of housing is necessary for attracting and retaining community members. For this reason, this section focuses on the stimulation and development of housing through various methods, such as converting downtown parking lots into housing developments and a Housing Developer Incentive Program.

Challenges and the Sources of Challenges

The City envisions a future with a variety of housing that suits the context and character of existing neighborhoods while also embracing forward looking designs. Providing an adequate supply of housing that meets the needs of the community is the goal. Embracing creative solutions and enhancing partnerships with housing developers will bring this vision to fruition.

Vison of the Future

The City envisions a future with a variety of housing that suits the context and character of existing neighborhoods while also embracing forward looking designs. Providing an adequate supply of housing that meets the needs of the community is the goal. Embracing creative solutions and enhancing partnerships with housing developers will bring this vision to fruition.

Section 4 Recipes

- Recipe 4A: ADU Program
- Recipe 4B: 100 New Housing Units in Permit Pipeline
- Recipe 4C: Downtown Housing 40 Unit Plan Recipe
- Recipe 4D: Housing Developer Incentive Program
- Recipe 4E: Promote Opportunity Zone
- Recipe 4F: Housing Creator Awards
- Recipe 4G: Plan, Buy, Build Month

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ATTRACT HOUSING AND DEVELOPMENT

4A: Accessory Dwelling Unit Program

Ingredients

- Housing Program/Housing Element Policy
- Outreach efforts
- Marketing Materials
- Community meeting space or on-line meetings

Time Required

80 to 240 hours of staff time

Description

One of the easiest ways to generate new housing is through the creation of Accessory Dwelling Units, or ADUs, which are colloquially referred to as granny flats, mother-in-law units, backyard cottages, attic apartments, and other common informal terms. An ADU is defined as a fully independent second residential unit that is accessory to a primary residential structure located on the same lot. As infill development, ADUs are an efficient and “green” use of existing infrastructure with lower costs and quicker permitting processes than multi-family buildings. Because ADUs tend to be relatively small and their amenities modest, they provide more affordable housing options (at less than one-third of the cost of comparable units in multi-family buildings). Oftentimes, these units are the only rental housing available in older, predominantly single-family neighborhoods, making it possible for people from all walks of life to live in the area. Yet, they also significantly improve the value of the property, in essence constituting an asset-building strategy for homeowners. This recipe provides recommendations for strategies for increasing the number of ADUs in Crescent City.

Directions

1. Project Initiation.
 - a. Determine whether staff can complete the following or whether a consultant will be needed. The City’s of Arcata and Eureka utilized a consultant in 2018. Call those cities and ask them for advise.
 - b. If a consultant is needed, then draft and release an RFP and select consultant per standard city procedure.
2. Tie effort to City’s Housing Element and ADU Ordinance(s):
 - a. Review the following document: “[The ADU Scorecard: Grading ADU Ordinances in California](#)” by the UC Berkeley Center for Community Innovation. Score Crescent City’s ordinances. Upgrade as needed to achieve the City’s goals. Also review the following document: “Implementing the Backyard Revolution: Perspectives of California Homeowners” by the UC Berkeley Center for Community Innovation. The document outlines the results a statewide ADU homeowner survey and shares findings from 752 Californian homeowners who successfully constructed an ADU.

ECONOMIC DEVELOPMENT ACTIONS

- b. Review the City's Housing Element. Determine if any of the following actions satisfy any policies, goals, or programs. Review other documents here for guidance: <https://www.aducalifornia.org/research/>.
- c. Determine if any new policies, goals, or programs could/should be added to the Housing Element to support the efforts outlined below.
3. Background research (optional):
 - a. Gather parcel data, building permit data, and utility records/data to determine how many ADUs currently exist in the City. Parcels in single-family zones that have more than one connection for water, sewer, or power may have an ADU.
 - b. Determine what percent of the City's residential units are currently single-family homes on individual lots. What percent currently have ADUs? Generate a map of ADU density. Determine the opportunity value of ADUs relative to other forms of housing. Does the City have the capacity to generate more ADUs or more multi-family units? How do they compare to one another? Identify areas where more ADUs are viable and/or desirable.
 - c. Produce an address list of all single-family parcels in the City.
4. Generate "free pre-approved ADU Plans" available to the general public.
 - a. Hire an architect to generate a set of complete building plans for an ADU. Require that the plans are in full compliance with the City's zoning and building codes. Run the plans through the City's permitting process and then approve them. Hire additional architects/designers to design three to five additional alternate designs and approve those. It may be necessary to require a stand-alone grading permit and other site-specific approvals.
 - b. Make the pre-approved plans available for free to everyone in the City.
5. Advertise a specific week of the year as "no cost building permit week" for ADUs.
6. Generate marketing materials:
 - a. Create a webpage on the City's website regarding ADUs, such as [this example](#) by the City of Pasadena. Summarize the City's regulations. Provide the phone number to City staff that can answer questions. Provide links to local contractors that can provide information about how to build an ADU. Provide links to local banks that can provide information regarding financing options. See other cities for examples.
 - b. Using the above information, generate a flyer or brochure, such as [this example](#), [this example](#), and [this example](#) by the City of Pasadena. See other cities for examples.
 - c. In both of the above, promote diverse ADU housing options such as internal conversions, adaptive reuses of garages, tiny houses as ADUs, and "efficiency dwelling units" (which are small internal conversion ADUs with minimal kitchens). Also promote standard back-yard ADUs.
 - d. Mail the flyer/brochure to the owner of all single-family residentially-zoned parcels in the City.
7. Partner with the County and other stakeholders to host a fee "ADU Fair."
 - a. Select a date three months in the future. Reserve an event space.
 - b. Ask local contractors, architects, home designers, and lending institutions to set up booths/stations at the event. The City should also have a booth at the event. All booths/stations are designed to provide homeowners with information regarding how to build an ADU.
 - c. Mail an invitation to every owner of a single-family residential property in the City. Advertise via radio, social media, and flyers.
 - d. Host event with the objective of making it as easy as possible for owners to learn how to create new ADUs. Host event annually if that would be helpful.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
2. Create and maintain systems for acquiring and analyzing key economic development data and trends.
8. Focus on efforts to enhance downtown.

Budget Required

This could be completed entirely with staff time. To hire a consultant could range from \$2,000 to \$10,000.

Who can make this recipe?

- City staff
- County staff
- Contractors, bankers, architects, etc
- Crescent City Housing Authority
- Consultant (hired by one of the above)
- Volunteers

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.

4B: 100 New Housing Units in Permit Pipeline

Ingredients

- Special Study Sessions
- GIS software
- Parcel ownership information
- Property owners
- Outreach materials
- Ambition and creativity

Description

Housing and land are precious resources. As described throughout this document, more housing in Crescent City can be a driver of economic development, wealth creation, and job creation. How much housing can the City stimulate? And how much housing does the City really want? How about 100 new housing units in the next 18 months? If the City is truly serious about wanting new housing units, then this recipe provides ideas for how to commit to that goal and how to spread the word about the City's commitment. Ambition, recruitment, and promotion are key to the success of this recipe.

Time Required

40 to 80 hours of staff time

Directions

1. Preliminary City Council Special Study Session:
 - a. Hold a City Council Special Study Session. Discuss the value of new housing units. Ensure that the City Council is truly willing to commit to this idea. Does the City genuinely want to see substantial new development?
 - b. Explore the idea of the City officially adopting an ambitious goal for 100 new housing units to be in the City's permitting pipeline within the next 18 months. Is 100 units too much? If so, then pick a different goal.
 - c. Receive public input about the concept goal.
 - d. Inform Council that staff will be conducting some analysis and will bring back some recommendations in an upcoming meeting.
2. Conduct preliminary analysis:
 - a. Utilizing GIS mapping software, conduct a city-wide analysis to identify the top 20 to 100 sites with the best potential for generating new housing units. Identify a range of potential housing units that could be generated at each site. Ensure that city-owned lands are part of the evaluation.
 - b. Hire an architect or urban designer to create visual simulations of new housing developments at the top 5 to 20 sites with the best potential for generating new housing units.
 - c. Hold a staff-level meeting with local contractors, property owners, and developers. Review the top 20 to 100 sites. Review the visual simulations. Ask the experts to provide testimony outlining how the City can stimulate the creation of more housing. Invite expert developers from outside the region to bring an outside perspective. Work to collectively generate additional ideas for how to stimulate the target amount of housing.

- d. Have the architect adjust the drawings following the feedback from the above meeting.
3. Recruit direct involvement from the owners of the most developable property and from developers/contractors.
 - a. Mail an invitation to each of the 20 to 100 property owners inviting them to attend a second City Council study session. Customize each invitation to include the amount of housing that could be generated at each site. For instance, the invitation could say, "Did you know that your property at 317 Main Street has the potential for six units of multi-family housing? The City needs more housing. Join us for a discussion with City Council about increasing our housing stock at a public meeting on October 12th at 6:00 P.M. at City Hall."
 - b. Call as many of the property owners as possible. Ask them to participate. Share drawings, maps, and the general concept of increasing housing in the City.
4. Second City Council Special Study Session:
 - a. Share with City Council everything discovered above.
 - b. Work with Council, the property owners, and the developers to collectively generate additional ideas for how to stimulate the target amount of housing.
 - c. Have City Council adopt a resolution committing to the goal of 100 new housing units in 18 months as well as the activities required to achieve that goal. This may require multiple Council meetings. Consider involving the Planning Commission. Note that Sacramento used this approach to commit to a goal of 10,000 new downtown housing units.
5. Adjust regulations as needed to make the goal possible:
 - a. Re-evaluate the City's regulations in the context of the goal. Changes to the City's regulations could allow for a larger production of housing units.
 - b. Allow the goal to lead to changes in the City's General Plan, Housing Element, and Zoning Code.
6. Produce marketing materials and conduct outreach:
 - a. Create a webpage on the City's website that summarizes the City's commitment to the goal, outlines the City's strategies for achieving the goal, and invites property owners and developers to help the City achieve the goal.
 - b. Develop and send post cards to property owners notifying them of the City goal (and if applicable new changes to the zoning code).
 - c. Hold an ADU fair (see ADU recipe).
 - d. Promote the goal through press releases, radio announcements, social media, and flyers.
 - e. Create a promotional flyer advertising the fact that Crescent City openly and actively invites housing development. Send the flyer to development and construction companies throughout the west coast.
7. Consider hiring a marketing or PR consultant to lead a recruitment campaign.
 - a. Develop outline of process with scope and budget.
 - b. Draft and release a request for proposals (RFP).
 - c. Select the consultant per standard City procedures.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
8. Focus on efforts to enhance downtown

Budget Required

Between \$5,000 and \$25,000.

Who can make this recipe?

- City staff
- Consultants (hired by one of the above)

Districts Served

Can be applicable in all districts in which housing is allowed or desired.



ATTRACT HOUSING AND DEVELOPMENT

4C: Downtown Housing 40 Unit Plan

Ingredients

- Parking Lot Inventory
- Underutilized land inventory
- City-owned land inventory
- Development Agreements
- Requests for Proposals

Time Required

24 to 40 hours of staff time.

Description

This recipe builds on the previous recipe by focusing exclusively on downtown.



Directions

1. Instead of or in addition to the above recipe, invest focused effort into envisioning and stimulating 40 new housing units in the downtown area within the next 18 months.
2. Preliminary City Council Special Study Session. See recipe above for specific instructions. Either change the focus of the meeting to downtown and 40 units, or make downtown an additional focus of the conversation.
3. Conduct preliminary analysis.
 - a. See recipe above for specific instructions, but focus exclusively on downtown.

- b. Conduct analysis of underutilized lands in the downtown.
 - i. How many of the one-story buildings could be replaced with four story buildings?
 - ii. How many of the parking lots are truly needed?
 - iii. Could the City convert some of the streets to one-way and add angled-in parking on both sides of the streets to greatly increase on-street parking to reduce the need for off-street parking?
4. City-owned parcels:
 - a. Focus on City-owned parcels to demonstrate to other property owners that the City is serious and ready to see a major change to downtown.
 - b. Conduct a thorough analysis of City-owned lands. Does the City really need to own parking lots downtown?
 - c. Produce draft development agreements for the City-owned parcels. In the development agreements, establish the fact that the City wants to prioritize the production of housing over the need to acquire a high purchase price. Indicate that the City is even willing to give away the land if a developer were to produce new buildings that meet certain parameters, such as number of housing units, quality of exterior facades, etc. Consider requiring developers to create public improvements such as enhanced on-street parking, pedestrian-scale downtown lighting, etc.
 - d. Create a draft RFP based on the above draft development agreements.
5. Recruit direct involvement from the owners of the most developable property and from developers/contractors. See recipe above for details.
6. Conduct a second City Council Special Study Session.
 - a. See recipe above for details.
 - b. In addition to the details presented under the recipe above, also share with City Council the draft development agreements and RFP. Receive council direction to proceed with disposing of the City-owned lands through development agreements.
7. See previous recipe for ideas regarding:
 - a. Adjust regulations as needed to make the goal possible.
 - b. Produce marketing materials and conduct outreach.
 - c. Consider hiring a marketing or PR consultant to lead a recruitment campaign.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
8. Focus on efforts to enhance downtown

Who can make this recipe?

- City staff
- Consultants (hired by one of the above)

Budget Required

Between \$5,000 and \$25,000.

Districts Served

Downtown.

Inspiration images of quality downtown housing:



Source of images for this recipe: <https://missingmiddlehousing.com/>

4D: Housing Developer Incentive Program

Ingredients

- Zoning code amendment
- Program guidelines

Time Required

Approximately two to four hours per City block (or equivalent). Total time to completion could range from 1 to 4 days per block. Downtown would require approximately two to eight weeks.

Description

In an effort to stimulate the creation of more housing, the City can create a Housing Developer Incentive Program. The program can be either symbolic with nominal actual value to developers or robust with genuine fiscal enticements. If the objective is to incentivize affordable housing, the City can establish specific incentives toward that purpose. Incentives can be established for other factors targeted towards other community needs, such as increasing the amount of housing in the downtown area. The most common incentive is the ability to build increased density in exchange for a community amenity. Other common incentives include parking or design waivers, zoning variances, tax abatements, fee waivers, and expedited permitting. This recipe explores ideas for creating an incentive program.

Directions

1. Start with a Symbolic Program:
 - a. Announce that the City is seeking housing development across every available platform. Make the announcement at the beginning of each Council meeting. Pass a resolution. Post it on the City's website. Present before the Chamber Board, Rotary Clubs, etc.
 - b. Send a personal letter of thanks from the Mayor to each person/business that creates a housing unit. Ask them to do more and to spread the word that Crescent City welcomes housing.
 - c. Find and implement other ways to symbolically incentivize property owners to build more housing units.
2. Consider direct incentive programs for deed-restricted affordable and senior housing:
 - a. Start with a review of the California [Guide to the California Density Bonus Law](#). In order to be eligible for incentives, the project must meet specific requirements as set forth in [CA Government Code 65915](#).
 - b. Evaluate the programs of other jurisdictions, such as:
 - i. Placer County: <https://www.placer.ca.gov/5592/Building-Housing-in-Placer-County>
 - ii. San Diego County: <https://www.sandiegocounty.gov/content/sdc/sdhcd/community-development/di-nofa.html>
 - iii. San Mateo County: <https://homeforallsmc.org/toolkits/development-incentives/>
 - iv. City of Menlo Park: <https://www.codepublishing.com/CA/MenloPark/#!/MenloPark16/MenloPark16g7.html>

- c. Determine which incentives the City wants to offer, such as:
 - i. Density bonuses
 - ii. A deferral or waiver of development fees and/or building permit fees.
 - iii. Priority processing.
 - iv. CEQA affordable housing exemptions.
 - v. Reductions of the required number of parking spaces.
 - d. Determine what assets the City is seeking in exchange for the incentives, such as:
 - i. Smaller than average unit size (which inherently makes units more affordable and allows for increased density).
 - e. Evaluate the possibility of inclusionary zoning.
 - f. Based on the above, amend the City's zoning code to include a section on density bonuses and additional incentives.
 - g. Create program guidelines and handouts regarding the above. Share the handouts with property owners and developers.
3. Consider the same types of direct incentive programs for the creation of any type of housing at all income levels. See the incentives and assets listed above and consider implementing the same approach, but for market-rate housing.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development

Who can make this recipe?

- City staff

Budget Required

Internal staff time.

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



ATTRACT HOUSING AND DEVELOPMENT

4E: Promote Opportunity Zone

Ingredients

- Outreach to property owners
- Evaluation of development code
- Infrastructure investment plan
- Marketing materials

Time Required

32 to 48 hours of staff time

Description

Opportunity Zones are a relatively new tool for community development. Established in the Tax Cuts and Jobs Act of 2017, Opportunity Zones provide tax incentives for investment in designated census tracts, including a large portion of Crescent City. These federally designated areas allow investors to defer, reduce, or eliminate taxes on unrealized capital gains if they invest capital in low income neighborhoods. The objective is to drive investment toward areas that typically do not receive private investment, thereby spurring economic development and job creation. Opportunity Zones can be utilized to fund a wide array of community supported projects, from renewable energy to affordable housing. Opportunity Zones can be used to support small businesses by providing access to loans and venture capital that are needed to start or expand a small business. Opportunity Zones can also be used to develop innovation and small business hubs that support local businesses and entrepreneurs.

Directions

1. All of the below could be conducted by a consultant for a fee. If the City elects this option, prepare and issue a Request for Proposals and select the consultant per stand City procedures.
2. Form a real estate development advisory panel, consisting of:
 - a. Major property owners
 - b. Realtors
 - c. Other key community influencers
3. With the panel, review the benefits of Opportunity Zones:
 - a. Capital Gains Tax Deferral: An investor that re-invests capital gains into a Qualified Opportunity Fund can defer the payment of federal taxes on the realized gains of the investment as late as December 31, 2026
 - b. Capital Gains Tax Reduction: An investor that holds their investment in a Qualified Opportunity Fund for at least five years can reduce their tax bill on the capital gains differed by 10%. If the investor holds their investment for at least seven years, the reduction increases to 15%.
 - c. Elimination of Taxes on Future Gains: An investor that holds their investment in a Qualified Opportunity Fund for at least ten years will not be required to pay federal capital gains taxes on any realized gains from the investment.
4. Develop a two-page "Vision" of development in the Opportunity Zone. Identify the types of development that the City would like to see. Be ambitious.

5. Code evaluation
 - a. Review the City's development code in the Opportunity Zone. What level of development is allowed? How much more development could the City allow? Bigger buildings? More uses?
 - b. Identify opportunities for development incentives (e.g. reduced parking requirements, streamlined approval processes, etc).
 - c. Consider significant upzoning, such as increasing the number of units, density, or height beyond what is currently permitted. Consider adding or increasing the commercial and retail development capacity.
 - d. See Section 2 of this document for additional ideas.
6. Infrastructure investment plan
 - a. Request input from the advisory panel regarding what types of infrastructure investments the City could implement to make the area more appealing to developers.
 - b. Evaluate the value and return of investing in the zone.
 - c. Update the City's Capital Improvement Plan as needed.
7. Create a map of the most developable sites in the opportunity zone.
 - a. Contact each private property owner and discuss the advantages of the opportunity zone.
 - b. Inquire about the property owner's interest in selling the property.
 - c. Request permission to include their property in marketing materials.
8. Generate marketing materials:
 - a. Create a webpage on the City's website regarding the City's Opportunity Zone. Summarize the relevant regulations in the zone. Provide the phone number to City staff that can answer questions. Generate an equivalent flyer or brochure.
 - b. Mail the flyer/brochure to development firms and law firms throughout the state that specialize in developing in Opportunity Zones.
 - c. Use social media, presentations, and information sheets to help market the zone and share what types of investments the community is seeking.
9. Review the strategies of other communities:
 - a. Grants Pass: <https://www.grantspassoregon.gov/1303/Opportunity-Zones>
 - b. Santa Rosa: <https://srcity.org/2929/Opportunity-Zones>
 - c. Vallejo: <https://opportunitydb.com/cities/california/vallejo/>
 - d. Sacramento: <https://www.cityofsacramento.org/Economic-Development/Grow-Here/Incentives/Opportunity-Zones>
 - e. Bell: <https://www.cityofbell.org/?NavID=2521>
 - f. Santa Cruz: <https://www.cityofsantacruz.com/government/city-departments/economic-development/business-support/opportunity-zones>
 - g. California resource: <https://opzones.ca.gov/>

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
6. Pursue infrastructure improvements as a form of economic development
8. Focus on efforts to enhance downtown

Budget Required

Internal staff time

Who can make this recipe?

- City staff
-

Districts Served

Whichever lie within enterprise zone



ATTRACT HOUSING AND DEVELOPMENT

4F: Housing Creator Awards

Ingredients

- Volunteer committee
- Graphic designer or a City staff member with a flare for design

Time Required

Between 8 and 40 hours of staff time.

Description

Like most communities in California, Crescent City needs more housing. The costs of design, permitting, and construction make housing development prohibitive, which has been causing demand to exceed supply. And, as discussed throughout this document, overall economic development and job creation will lag without sufficient housing development. This recipe provides ideas for how to reward and celebrate the creators of housing. The creators of housing are not only large development and construction firms. For example, an elderly couple that owns a modest single-family home can create accessory dwelling unit or a young professional can buy a vacant lot and build a humble one-bedroom house. Every new unit deserves recognition and celebration.

Directions

1. While not necessary for the remainder of this recipe, consider forming a committee to assist with this process.
 - a. Candidates for committee:
 - i. Elected/appointed officials.
 - ii. Contractors.
 - iii. City staff members.
 - iv. Staff and/or board members from the Chamber of Commerce or other organizations.
 - b. Questions for the committee to consider:
 - i. How can Crescent City best celebrate and recognize the creators of housing?
 - ii. Is there anything the City can do to ease the process of creating housing units?
 - iii. What does the committee think of the rest of this recipe? Should any of these ideas be prioritized over others?
2. Create a beautiful award that the City will issue to each individual/organization that creates a new housing unit:

ECONOMIC DEVELOPMENT ACTIONS

- a. Hire a graphic designer (or find a talented City staff member) to design a decorative award that can displayed on a wall.
 - b. Consider creating several different designs for different types and/or amounts of housing created.
3. Award ceremony:
 - a. Once construction of a housing unit is complete, invite the creator to a council meeting.
 - b. At the very beginning of the council meeting, issue the award to the creator. The Mayor and Council should applaud and thank the creator of the housing unit. This will only take a few minutes, but will simultaneously send a message that the City values the creation of new housing and will provide the individual/organization with a sense of personal pride as well as a sense of community pride.
4. Generate Social Media posts:
 - a. Take photos of the award being issued and post the photos across all of the City's social media platforms.
 - b. Encourage each award recipient to get their license framed with materials/labor from a local business. Provide a handout that lists every business in town that sells picture frames. Then encourage each recipient to post their award on social media.
 - c. Create a City webpage of "Housing Creators."
 - d. Consider assigning a staff member to always take a "before" and "after" photo of each construction project associated with housing. This practice can be a part of the City's building permit approval process.
5. Survey and improvements of regulations/processes:
 - a. For each construction project associated with the creation of new housing, the developer is obligated to acquire a building permit. This is an excellent opportunity gather some information from all the creators of housing in town.
 - b. Develop a simple survey that the City can use to gather the opinions and needs of housing creators. After a few years of issuing the same survey, the City will be able to conduct trend analyses.
 - c. Through the survey, determine if any of the City's regulations could be modified to ease development.
 - d. Through the survey, determine if it makes sense to modify the City's permit systems to be fully online if such a change would ease the process. Provide options to businesses that allow them to complete the process without having to come to City hall.
6. Encourage the County to also enact this recipe.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends
3. Simplify and streamline regulations to stimulate and ease economic development activities
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff

Districts Served

Applicable in all districts.

4G: Plan, Buy, Build Month

Ingredients

- TBD

Time Required

TBD

Description

This is a template for the creation of a new recipe revolving around the idea of creating a “plan, buy, build month” in which the City and/or other partner agencies would work with prefab builders, mortgage lenders, and construction companies to plan, buy, and build new housing in 30 days. This could start with a 48 hour “lock in” where city planners, building officials, architects, property owners, and engineers “lock themselves” in a City building until plans are ready. Incentives can be established, such as reduced permit fees, reduced utility connection fees, accelerated permit approvals, and/or other enticements to create housing.

Directions

1. City staff, partner agencies, and/or consultant to develop step-by-step instructions for this recipe.
2. In developing the steps for this recipe, focus on the City’s economic development goals, industry sectors, and districts.
3. Also be sure to emphasize the Underlying Goals that are built into all City efforts (see ECONOMIC DEVELOPMENT GOALS on page 10): poverty reduction, equity and inclusion, health, and youth development.

Which goals are addressed?

4. Undertake actions that stimulate the private sector creation of housing and development

Who can make this recipe?

TBD

Budget Required

TBD

Districts Served

TBD

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SECTION 5: CREATE JOBS

Summary

Retention and creation of jobs are critical to economic development. A community's existing enterprises form the foundation for local employment opportunities, stabilize its tax base, and serve as key engines for its overall economic growth. As such, defining, establishing, and implementing programs and policies that foster the creation, retention, and expansion of existing local businesses is important for economic development. This section focuses on ways to retain and create jobs.

Challenges and the Sources of Challenges

Currently, Crescent City lacks a robust and diverse workforce. Challenges in job creation and retention can be related to unmet needs of existing businesses, unfriendly business environment, and lack of recruitment. For economic development to take place, it is important to address these challenges through job creation and job retention.

Vision of the Future

The future of Crescent City includes a diverse array of employment sources providing for a diversified workforce. Creation and retention of jobs will take place to secure a future focused on economic development that addresses Crescent City's challenges.

Section 5 Recipes

- Recipe 5A: Business Retention
- Recipe 5B: Business Recruitment
- Recipe 5C: Recruit Tech Companies
- Recipe 5D: Recruit Distance-Workers
- Recipe 5E: Recruit Government Jobs
- Recipe 5F: Recruit Niche Manufacturing
- Recipe 5G: Recruit Telemedicine Businesses
- Recipe 5H: Recruit self-driving car companies
- Recipe 5I: Recruit drone delivery companies
- Recipe 5J: Recruit other cutting-edge industries
- Recipe 5K: Accelerate Crescent City's Electric Car Market
- Recipe 5L: Kitchen Connect
- Recipe 5M: Home Based Business Development
- Recipe 5N: Support and Promote Fishing Businesses/Jobs
- Recipe 5O: Establish a Business Incubator Program
- Recipe 5P: Fairgrounds Enhancements
- Recipe 5Q: Business Loan and Micro-Finance Program
- Recipe 5R: Annual Student Entrepreneur Event

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CREATE JOBS

5A: Business Retention Plan

Ingredients

- Research compiled from other recipes
- Relationships with partner organizations
- Visitation of businesses

Time Required

Between 24 and 40 hours of staff time per year

Description

Business recruitment consists of efforts to lure businesses from outside the community to relocate to our community. Business retention consists of efforts to prevent existing local businesses from leaving the community or from going out of business. Business expansion consists of efforts to help existing business in the community grow. Although the City may lose some businesses due to changes in the broader economic environment, the City should utilize what tools are at its disposal, in cooperation with key community partners, to retain existing businesses for as long as reasonably possible. This recipe focuses on strengthening at-risk businesses who might otherwise close or relocate outside of the area and provides options for developing programs and policies that foster the retention and expansion of existing local businesses. The next recipe looks at business recruitment.

Directions

1. Have City Council adopt a resolution indicating the retaining existing businesses (and their subsequent jobs) is the City's top jobs-related priority.
2. Develop a menu of potential incentives and support tools that can be used to support businesses that are at risk of leaving the city or at risk of closing:
 - a. The types of tools that could be deployed include revolving loan funds, technical assistance programs, business recognition programs, creation of local events, wayfinding programs, and others.
 - b. Inventory and list the City's tools that could be deployed to support new and at-risk businesses.
 - c. Call upon City partners, such as the Chamber of Commerce, the County, the Small Business Development Center, AEDC, and others to determine if they have any similar tools that can be helpful.
3. Utilize information gathered during other recipes to identify at-risk businesses:
 - a. Retain regular contact with the Labor Market Consultant (which is a State employee, not a consultant) of the State Employment Development Department (EDD). Utilize this relationship to stay up to date regarding local employment trends, especially rapid or unexpected gains and losses of jobs in specific industries.
 - b. See the recipe above regarding Business Outreach Program. Use information gathered during that process to identify businesses that are either at risk of closing or at risk of leaving the City.
 - c. Review sales tax and TOT information available to the City to further identify at-risk businesses.
 - d. Similar information may be gathered during the completion of other recipes, such as the Cost of Doing Business Analysis or during the surveys conducted as a part of the Business License Innovation recipe.
 - e. Make a list of the most at-risk businesses.

4. Conduct enhanced outreach:
 - a. For those businesses that are most at risk, identify a representative from the City that can meet individually with the business owner. This should be a city staff member with knowledge of the City's programs as well as an individual of high status that will make the business owner feel important. Recommendations include the City Manager or Department Heads.
 - b. Call the business owner and arrange a time to meet with them.
5. Match at-risk businesses with resources:
 - a. When meeting with the business owners, inquire as to how the City can help.
 - b. Connect the business owners with the tools and organizations that are most helpful to them.
 - c. Determine if any other tools could be acquired that would make a difference.
6. Consider wide distribution of surveys or questionnaires that can either identify at-risk businesses and/or determine what additional tools businesses need.
7. Analyze Results.
 - a. Compile information from questionnaires and site visits.
 - b. Identify and address most common problems and challenges.
 - c. Share information with partner organizations and develop collaborative responses to address business needs.
 - d. Identify common themes or topics for business forums, workshops, etc.
 - e. Report results of outreach and assistance to City Council annually. Consider sharing the same information with other economic development partner organizations.
8. Ongoing Support.
 - a. Continue down the list of businesses. Create a target goal to meet with a certain number of businesses every year.
 - b. Prioritize visits with businesses on a regular basis and survey existing businesses periodically to better understand current and projected needs.
9. Support businesses that are most likely in a position to grow or expand.
 - a. During the above processes, also consider those businesses that are doing well.
 - b. Conduct similar support processes for the successful businesses. Determine if any of the same tools (such as low interest loans) could be used to help businesses grow.
10. Periodically review the programs and successes of other communities and organizations, such as:
 - a. [City of Southlake Texas Business Retention & Expansion Strategic Plan](#)
 - b. [Enticing Businesses to Stay: Barnesville and Cottage Grove craft the local Business Retention and Expansion playbook](#)
 - c. [Promoting Business Retention and Expansion through Direct Outreach, Seattle WA](#)
 - d. [BR&E Visitation Program Case Study: Alexandria, Minnesota](#)
 - e. [The Often Overlooked Economic Development Strategy: Business Retention and Expansion: Perdue University](#)
 - f. [Business Retention and Expansion Visitation Fundamentals: North Dakota State University](#)
 - g. [Grants Pass Business Retention and Relocation Assistance Grant Program](#)
 - h. [Grants Pass Business Survey](#)
 - i. Others

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
2. Create and maintain systems for acquiring and analyzing key economic development data and trends
3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
5. Establish programs that retain, attract, and create jobs

Budget Required

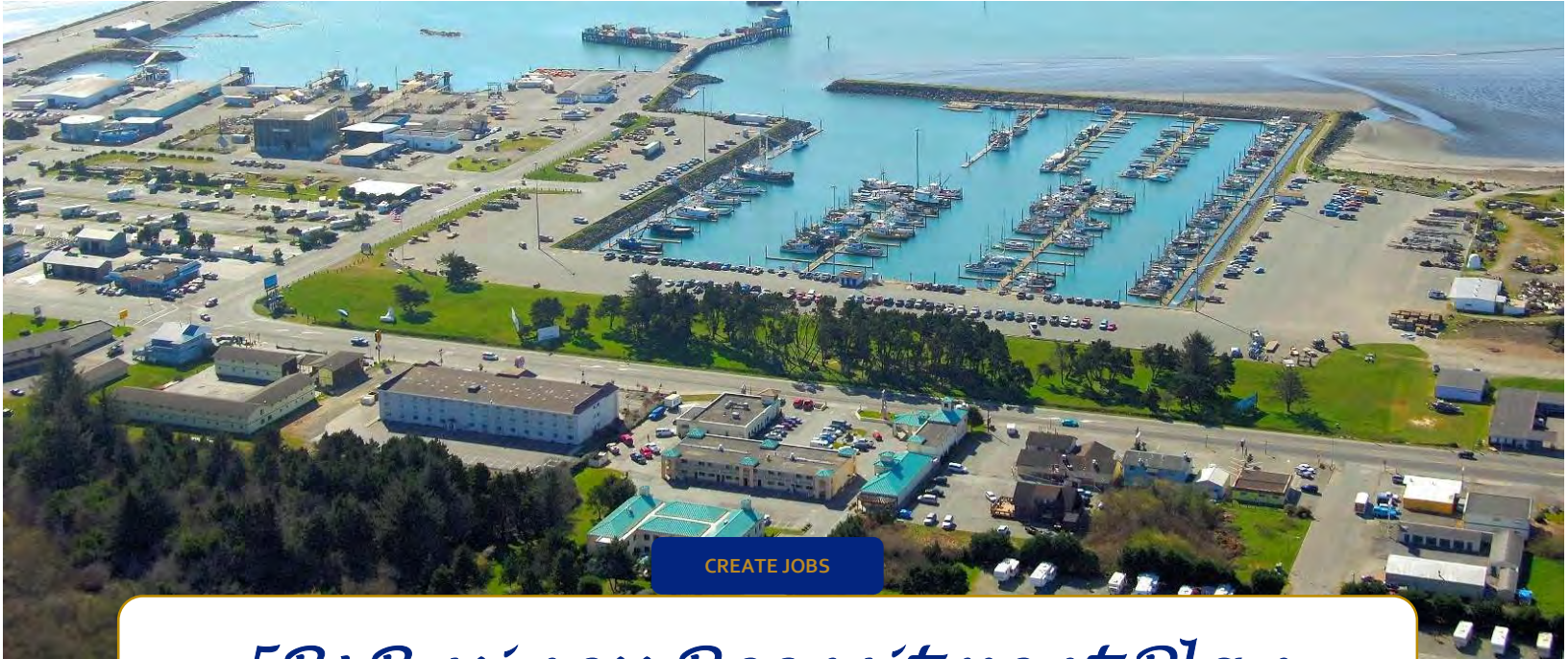
No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff
- Del Norte Chamber of Commerce
- North Coast Small Business Development Center
- AEDC
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

Applicable in all districts.



5B: Business Recruitment Plan

Ingredients

- Relationships with partner organizations
- Research compiled from other recipes
- Marketing Materials

Description

As stated above, business retention consists of efforts to prevent existing local businesses from leaving the community or from going out of business. Business recruitment, on the other hand, consists of efforts to lure businesses from outside the community to relocate to or expand into our community. This recipe provides some suggestions for how to conduct general business recruitment. Other recipes below provide instructions for how to recruit businesses from specific industries.

Time Required

40 to 80 hours of staff time

Directions

1. Form Business Recruitment Team.
 - a. Include business owners, local real estate professionals, property owners, bankers, elected officials, and business support organizations (such as the Chamber of Commerce and the Small Business Development Center).
 - b. Collectively brainstorm ideas regarding how to recruit businesses to expand into (or relocated into) Crescent City.
 - c. Coordinate with partners and team to identify prospective tenants.
 - d. Create business wish list. Potential business should complement and strengthen the existing businesses.
 - e. Activate the team when vacancies emerge and work to recruit new tenants by completing the steps below.
2. Data Collection.
 - a. Conduct a focus group/survey Chamber of Commerce members; community leaders; and public to evaluate community needs and identify current business demands.
 - b. Conduct outreach to strengthen relationships with property owners, commercial real estate brokers, and developers.
 - c. Conduct a business owner survey to identify existing businesses and understand their needs and barriers to business recruitment.
 - d. Identify which businesses to target for recruitment based on data collection.
 - e. Set realistic annual recruitment goals for the number and type of businesses.
3. Create a Supportive Business Environment.
 - a. Work with existing businesses and city officials to ensure tenant spaces are aesthetically pleasing, safe, and business ready. Implement recipes below regarding beautification and tourism attraction.

- b. Determine if there are government related barriers to business recruitment.
 - c. Implement other recipes to ensure that the City's regulatory processes have been streamlined.
4. Identify optimal leasable spaces.
 - a. Work with local realtors and property owners to identify leasable spaces that need to be filled with new tenants.
 - b. Ask if there is anything that the City can do to help fill those spaces.
 - c. Gather information about the spaces. What trends stand out? Which types of spaces appear to be most available? Does the City currently have more retail, industrial, or office spaces available?
 - d. Use this information to proceed with the next steps.
5. Work with neighboring cities.
 - a. Be careful not to engage in "business poaching" in which one city tries to lure away businesses from a nearby city. For instance, there will not be a substantial benefit to Crescent City by stealing businesses away from Brookings. Instead, when working with nearby communities, find businesses that are seeking to expand.
 - b. Coordinate with other cities throughout the region to determine if any of their successful businesses are seeking to expand into new territories. Do those cities the favor of sharing with them the contact information of some of Crescent City's most successful businesses that may be seeking to expand their own territories.
6. Marketing Materials: Create a webpage and supplemental marketing materials. Considering hiring a consultant specializing in marketing, graphic design, or public relations to complete this task.
 - a. Create a business recruitment webpage that includes a Crescent City market profile summarizing the City's demographics, quality of life assets, daytime population, traffic counts, typical traffic patterns (or lack of traffic), existing business mix, high school graduation rates, cost of living data, median home price, investment trends, and future projections. Display all of this in the form of a "dashboard." Highlight sample properties that provide examples of available leasable spaces that represent the range of what Crescent City offers. Include photos and descriptions of local beaches, forests, and other places in nature. Provide descriptions of local events, things to do, and notable destinations/attractions in the community. Highlight the quality of the local broadband infrastructure. Also include anecdotal information on the local business climate, such as testimonials from existing businesses. Use all of this to create a compelling story and value proposition for living and working in the City.
 - b. Take the above and generate supplemental marketing materials such as a brochure, flyers, etc.
7. Marketing.
 - a. Launch website and distribute the above marketing information using newspapers, radio, newsletters, social media, and websites.
 - b. Directly contact prospective businesses.
 - c. Send letters of introduction.
 - d. Visit top tier target business.
 - e. Host top prospects in the community.
8. Research the efforts of other communities, such as:
 - a. [Downtown Business Recruitment, Kew Gardens, NY](#)
 - b. [Business Recruitment, University of Madison Wisconsin](#)
 - c. [Petaluma Business Toolkit](#)

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
2. Create and maintain systems for acquiring and analyzing key economic development data and trends
5. Establish programs that retain, attract, and create jobs

Budget Required

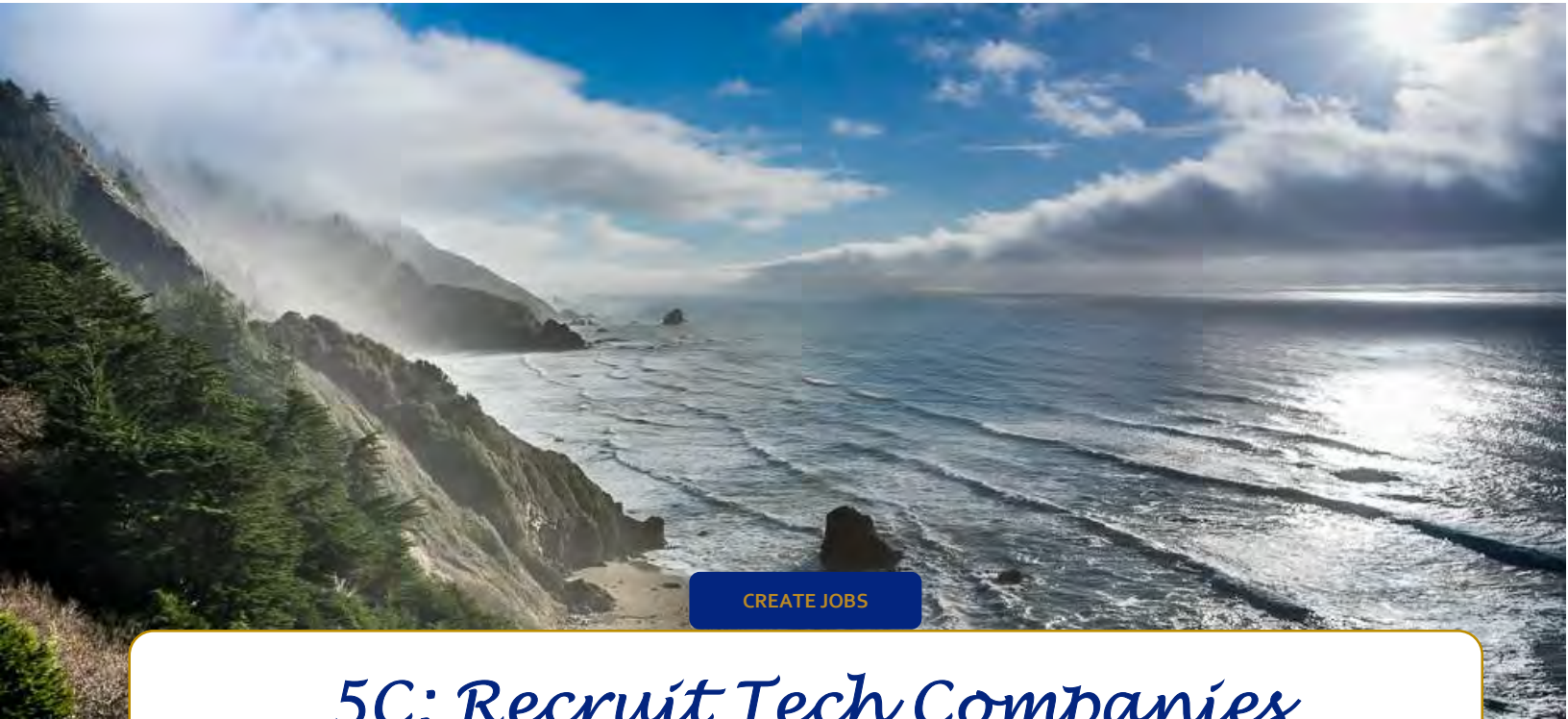
No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff
- Del Norte Chamber of Commerce
- North Coast Small Business Development Center
- AEDC
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



CREATE JOBS

5C: Recruit Tech Companies

Ingredients

- City-owned parcel
- Letter from Mayor
- Marketing materials

Time Required

24 to 80 hours

Budget

\$0 to \$100 for postage; potentially the value of a City-owned parcel

Description

The next recipe explores ideas for importing individual tech workers to Crescent City. This recipe focuses on attracting an entire tech company. Even with work-from-home policies, companies will still need some office spaces. To date, such tech offices have consisted of massive singular campus headquarters, such as Apples HQ in Cupertino or the Google HQ in Mountain View. The pandemic appears to be disrupting this trend. According to Business Insider Magazine, from this point forward “tech companies will likely adopt a ‘hub-and-spoke’ model, with satellite offices peppered across the US.” In such a model, companies will have a headquarters (hub) in a major city with smaller offices (spokes) distributed throughout the country connected via technology systems. Cities throughout the nation consistently fight to attract big tech companies to establish new hubs. For instance, in late April of 2021, Apple announced a \$1B new campus in Raleigh, North Carolina. While these types of satellite offices consistently arise in major metropolitan areas, the tech companies keep investing in the same types of places with the same flaws. Generally, there isn’t much difference between waiting in traffic in San Francisco and waiting in traffic in Houston or Raleigh. Following the recent trends stimulated by the pandemic, tech companies may look to locating micro corporate outposts in places that can offer a truly different lifestyle for some staff members. For instance, a well-networked modern building in Crescent City could serve as a corporate satellite office for a few dozen workers. Those workers would never need to wait in traffic and would be the envy of their colleagues across the nation. This recipe provides bold ideas for how to land a big tech company in Crescent City.

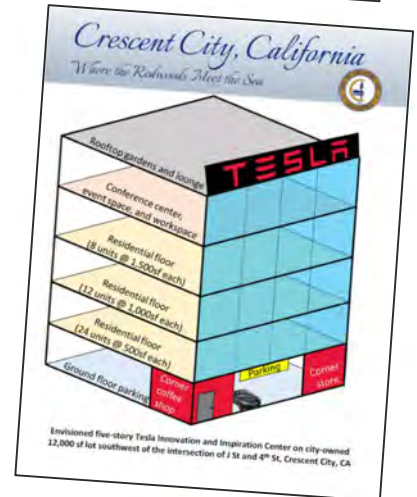
Directions

1. Optional – Form a “Tech Business Recruitment Team”:
 - a. Include business owners, local real estate professionals, property owners, bankers, elected officials, and business support organizations (such as the Chamber of Commerce and the Small Business Development Center).
 - b. Review the strategies outlined below, refine them, and determine the best path forward.
 - c. Collectively brainstorm ideas regarding how to recruit tech businesses to expand into (or relocated into) Crescent City.
2. Create tech business wish list. Potential business should complement and strengthen existing businesses. Potential companies include:

ECONOMIC DEVELOPMENT ACTIONS

- Apple
- Microsoft
- Google
- Amazon
- Facebook
- HP
- Accenture
- Intel
- Cisco Systems
- Oracle
- IBM
- Dell
- Zoom
- Airbnb
- Texas Instruments
- Salesforce
- Square
- Nvidia
- Adobe
- Netflix
- PayPal
- Intuit
- ESRI
- Many others...

- Work with local realtors and property owners to identify optimal real estate and leasable spaces. Think big. It is not impossible to imagine a big tech company re-developing a massively blighted and contaminated lot.
- Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above (regarding Business Recruitment Plan) and utilize those instruction to produce marketing materials for this recipe.
- Consider giving away a City parcel to any tech company that will build a new building and generate (or transfer) at least 25 jobs to Crescent City.
 - Because of "Gift of Public Funds" restrictions in State law, the City cannot literally give away City land to a private company without a fair process. However, the City can effectively give away land through a competitive RFP process.
 - Develop objectives that the City is seeking (such as new buildings, jobs, housing, improvements to downtown, etc).
 - Identify city-owned parcel(s) that can be used as incentives (such as the parcel across the street from City Hall).
 - Develop a concept narrative. For instance:
 - A high-tech five-story Tesla-owned residential and office building in which 20 to 40 Tesla staff members live and work, or
 - A high-tech five-story Google-owned residential and office building with 20 high-end residential units that serves as a corporate retreat center in which Google staff and executives stay for week-long "innovation hideaways" or three-month "inspiration semesters."
 - Hire an architect to design a basic concept building on the site of interest.
- Recruitment:
 - Create a customized letter to each tech company of interest asking them to consider locating a satellite office in Crescent City. See images to the right for an example of a two-page letter.
 - Print prepared letters with attached marketing materials.
 - City Manager to sign and send a letter to each tech company asking them to consider locating a satellite office in Crescent City.
 - Conduct follow up calls one week later. Try to find someone in the real estate department to discuss suitable sites and the glories of living in Crescent City.
 - Send the Mayor to Silicon Valley with the marketing materials to tour and court candidate businesses.
 - Send staff to tech conferences to share marketing materials and court candidate businesses.



Which goals are addressed?

- Undertake actions that stimulate the private sector creation of housing and development
- Establish programs that retain, attract, and create jobs
- Focus on efforts to enhance downtown

Pairs with...

- 1D: EconDev Webpage
- 1P: Seek Help from GoBiz
- 2B: Vacancy Rate Analysis
- 5B: Business Recruitment

Who can make this recipe?

- City staff
-

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.

Crescent City, California

Where the Redwoods Meet the Sea



Elon Musk
Tesla Motors
3500 Deer Creek Road
Palo Alto, CA 94304

3/19/21

Dear Mr. Musk,

On behalf of the City of Crescent City, I am honored to offer Tesla Motors a proposal to locate a Tesla Innovation and Inspiration Center in the heart of our downtown. The concept centers around the City providing your company a prominent 12,000 square foot city-owned parcel directly across the street from our city hall. What makes our offer so unique is that we envision a high-tech five-story Tesla-owned residential and office building in which 20 to 40 of your staff members will live and work in the heart of our small rural community. Alternatively, the building could be a corporate retreat center in which Tesla staff and executives stay for week-long "innovation hideaways" or three-month "inspiration semesters." The building will be yours to manage as you see fit. The point is that we are offering you this parcel because we believe Crescent City and Tesla can be great partners in furthering the values of our City while advancing the mission of your company.

While Crescent City has a population of only 8,000, it is the largest community in a 100-mile radius. The City is surrounded by national parks, the tallest trees in the world, wild untouched beaches, and a pristine ocean. Yet, our broadband infrastructure is of very high quality, meaning that your staff could work remotely from our picturesque community. In addition, since our vision includes 20 to 40 residential units and substantial workspace, the staff that are present will also have the benefit of being physically together. This will allow for a combination of remote distance working with an on-site work center with low affinity distance. The physical setting combined with the high-tech building would be the perfect place for a surge of new innovation. The low traffic, winding, rural roads surrounding our City are also the perfect place to test self-driving cars.

We envision a five-story building with a footprint the size of the entire parcel. The upper floors of this building would have commanding views of the pristine northern California ocean on one side and sweeping views of the tallest trees in the world on the other side. We envision the building to contain 20 to 40 residential units on the bottom floors, an innovation-related conference space on the top floor, and a rooftop lounge/garden. While the bottom floor would likely include a private parking garage for your staff (full of Tesla charging stations of course), we would ask that the building also include a small public coffee shop on the ground floor corner. A cartoon drawing of our concept is on the next page. We are prepared to work with you and the architect of your choice to develop a more detailed concept.

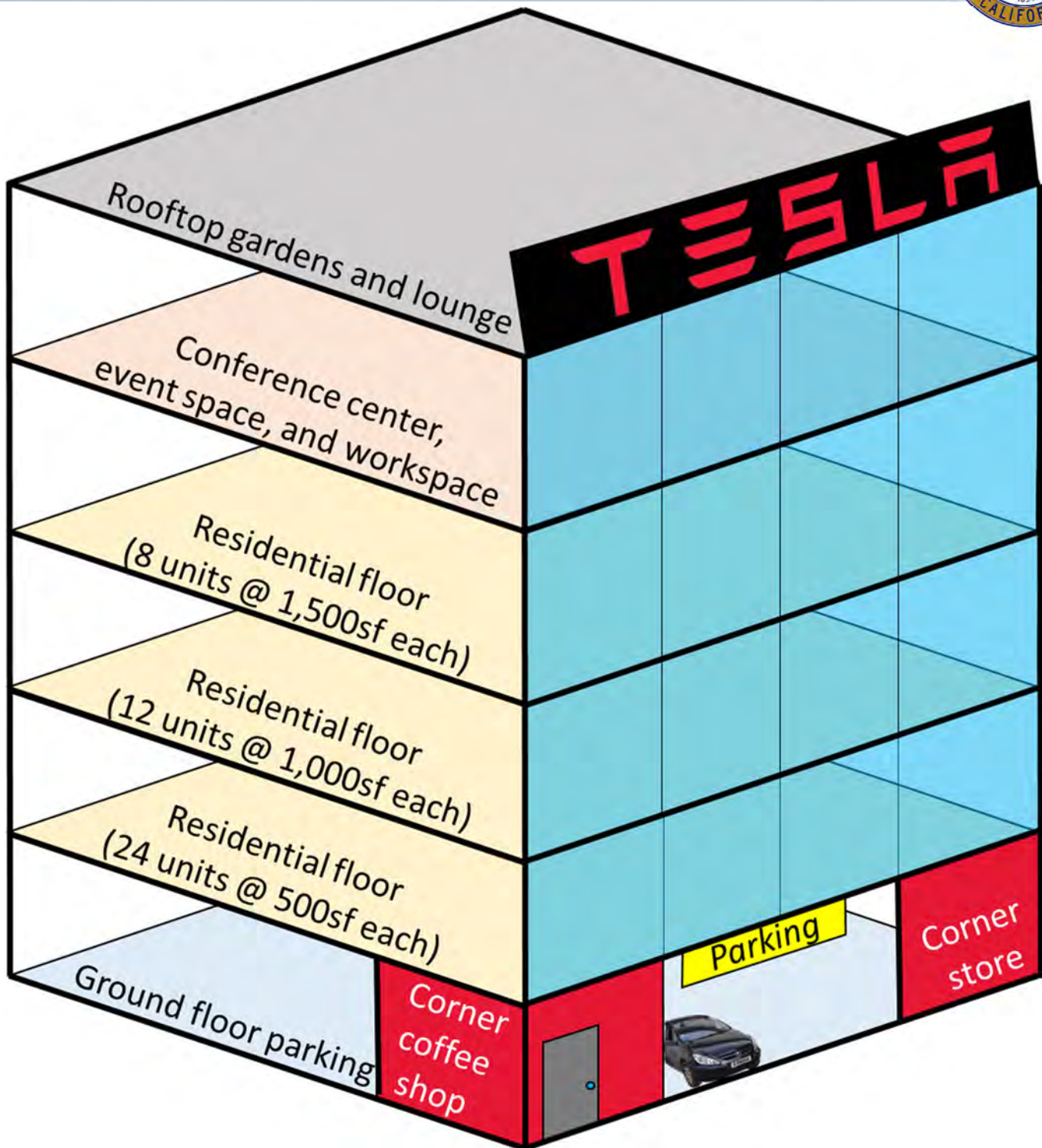
Tesla is creating a bright new future for our planet. Crescent City believes in that future and would like to contribute to the success and vision of your company. Please call me at your convenience so we can discuss how to proceed. I look forward to talking to you.

Sincerely,

Eric Weir, City Manager
on behalf of Mayor Jason Greenough and the City Council
Crescent City

Crescent City, California

Where the Redwoods Meet the Sea



Envisioned five-story Tesla Innovation and Inspiration Center on city-owned 12,000 sf lot southwest of the intersection of J St and 4th St, Crescent City, CA



5D: Recruit Distance Workers

Ingredients

- Team of city partners
- Marketing materials

Time Required

2 to 40 hours of staff time

Description

The phenomenon of telecommuting has been on the rise in recent years, but received a permanent boost during the pandemic (see the section of this document above regarding “PREPARING FOR A POST-PANDEMIC ECONOMY” for a detailed description). Telecommuting is the phenomenon of living in one community (such as Crescent City) while working for a company or organization that is based in a faraway community (such as San Francisco). A telecommuter may visit the home office periodically, but conducts the vast majority of their work virtually and from a distance. This trend is growing to be especially prevalent in the tech industry. This recipe provides instructions for how to recruit distance workers.

Directions

1. Form a recruitment team to help complete this recipe. The team could include:
 - a. Staff from the County, Chamber of Commerce, and Small Business Development Center.
 - b. Local business owners.
 - c. Property owners.
2. Research the programs of other US cities and States that pay people to move to their communities. In some cases, jurisdictions pay up to \$15,000 per person that moves to the community. These are always competitive application-based programs in which the winning contestants are required to bring their work-from-home jobs with them and retain those out-of-the-area jobs for two years prior to receiving the reward money. Other communities are attempting to achieve the same results merely with marketing and no cash incentives. Some of the jurisdictions that are paying people to move to their communities include:
 - a. Benton and Washington Counties, Arkansas: <https://findingnwa.com/incentive/>
 - b. Chattanooga, Tennessee: <https://www.thegigcity.com/geekmove/>

ECONOMIC DEVELOPMENT ACTIONS

- c. Savannah, Georgia: <https://seda.org/resources-and-data/incentives-database/creative-incentive/>
 - d. Topeka, Kansas: <https://choosetopeka.com/apply/>
 - e. Tulsa, Oklahoma: <https://tulsaremoter.com/>
 - f. The state of Vermont: <https://accd.vermont.gov/economic-development/remoteworkergrantprogram>
 - g. The state of Hawaii: <https://www.moversandshakas.org/>
3. Hold a City Council Special Study Session to determine if Council would like to enact a program and import lifestyle refugees that bring their jobs and wealth to with them. Determine if the City is interested in offering cash incentives. The cash rewards could be merely token amounts to generate some buzz. For instance, the City could award \$500 to the top two candidates. With a total reward amount this low, the City would likely recoup its money within two years merely from the sales tax generated from the two new residents.
 4. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above (regarding Business Recruitment Plan) and utilize those instruction to produce marketing materials for this recipe. Generate materials and information that can appeal to remote workers and create marketing materials. Information could include:
 - a. A value proposition and case for living and working in the City.
 - b. Photos and descriptions of local beaches, forests, and other places in nature.
 - c. Photos and descriptions of local events and things to do.
 - d. Description of typical traffic patterns (or lack of traffic).
 - e. Del Norte County cost of living and median home price data.
 - f. Links to websites regarding residential listings.
 - g. Crescent City profile information summarizing the City's demographics, quality of life assets, daytime population, traffic counts, existing business mix, and any other notable destinations or attractions in the community.
 - h. Highlight the quality of the local broadband infrastructure.
 - i. Produce graphs, maps, building/site specific information, etc associated with the above information.
 - j. Using the above information, generate marketing materials, such as a website, brochure, flyers, etc.
 - k. Considering hiring a consultant to complete this task
 5. Distribute marketing materials.
 - a. Launch website.
 - b. Distribute marketing information using newspapers, radio, newsletters, and social media.
 - c. Send marketing information to large tech companies and ask them to distribute the information.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs

Budget Required

No additional budget would be required for staff to complete this task.

Who can make this recipe?

- City staff

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



CREATE JOBS

5E: Recruit Government Jobs

Ingredients

- Identification of top 5 target entities
- Pre-prepared letter from Mayor and City Manager
- Marketing materials

Time Required

24 to 32 hours

Description

Government employment in the County has been on a steady increase since in 1991, when records were first kept on these types of employment trends. Averaged over the past 10 years, government jobs constituted 46% of all jobs in Del Norte County. While it is not typical to invest energy into recruiting government jobs, there are several reasons to do so in Crescent City. A substantial portion of the County constitutes public lands owned by the Federal and State governments, including popular State and National Parks. A disproportionately large fraction of County's roadways is owned and managed by Caltrans. And the Pelican Bay State Prison is a major employer. Recruiting government jobs provides an opportunity to expand the existing government sector, which can be a stabilizing force during economic downturn. This recipe provides recommendations for how to recruit more government jobs into the City.

Directions

1. Gather information:
 - a. Contact the regional Labor Market Consultant (which is a State employee, not a consultant) of the State Employment Development Department (EDD). Request details regarding the employment information regarding all government entities operating in the County (data may not be available at the City level).
 - b. Conduct a staff meeting to brainstorm all known and suspected government entities operating within Del Norte County.
 - c. Utilize the above information to identify candidate government entities, which will likely include:
 - i. Caltrans
 - ii. US Forest Service
 - iii. Bureau of Land Management
 - iv. California Highway Patrol
 - v. California State Parks
 - vi. National Park Service
 - vii. State Department of Corrections
2. Develop a list of ideas regarding how the City can appeal to decision-makers that assign work locations for State and Federal employees, such as:
 - a. Remote work may become more common in the coming years (see the section of this document above regarding "PREPARING FOR A POST-PANDEMIC ECONOMY").
 - b. Some State/Federal agencies may begin offering employees to work remotely.
 - c. Some government employees that work/live outside the area may enjoy the opportunity to move to Crescent City, even if the bulk of their work is based in other parts of the State.

- d. Del Norte County has a lower cost of living and lower median home price than many other parts of the State, meaning that employees could potentially be paid less for working remotely from Del Norte County rather than working/living in Sacramento.
- e. Much of the design and engineering work conducted by State employees for lands/infrastructure within Del Norte County is largely conducted outside of the County. For instance, Del Norte County is in Caltrans District 1 and the bulk of the district offices are in Eureka. Could some portion of the District's jobs be transfer to Crescent City, especially those that are most directly associated with Del Norte County?
- f. Highlight the quality of the local broadband infrastructure.
3. Identify ideal real estate for the types of government jobs that you are seeking to recruit. This is likely to either be office space or industrial corporation yards. This could also be laboratory space.
4. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above (regarding Business Recruitment Plan) and utilize those instruction to produce marketing materials for this recipe.
5. Recruitment of government agencies:
 - a. City Manager to send a customized letter to each government entity asking them to consider locating a satellite office in Crescent City or expanding their current operations.
 - b. Print and sign pre-prepared letters; attach pre-prepared marketing materials; mail to target entities (with pre-prepared address labels); conduct follow up calls one week later; and identify suitable sites for target entities to locate their office.
6. Encourage locals to apply for work-from-home government jobs:
 - a. As is described in the opening of this document, the COVID quarantine may have permanently changed the nature of office-related work. For instance, State government agencies may never have previously considered hiring staff for State-level positions and allowing them to work remotely from home in Crescent City. Formerly, the vast majority of State employees have lived and worked in Sacramento or in regional headquarters. For instance, the majority of District 1 Caltrans employees work in Eureka. However, this trend seems to be evolving following the pandemic.
 - b. For example, in April of 2021, the State Department of Housing and Urban Development hired a Senior staff member that lives and works (entirely from home) in Eureka. Formerly this position would have certainly been based in Sacramento. In fact, the position is still officially based in Sacramento, but the new staff member simply telecommutes every day. The fact that HCD is willing to allow telecommuting is a sign of evolving attitudes at State agencies.
 - c. Build on this trend. Work with the SBDC, the Chamber of Commerce, the County, and other key partners to encourage local residents to apply for State level jobs but to work from home in Crescent City.
7. Recruit existing State distance workers to move to Crescent City.
 - a. Building on the previous recipe and this recipe, find ways to recruit existing State distance workers to move to Crescent City.
 - b. For instance, the Eureka resident described above could theoretically move to Crescent and retain their Sacramento-based job. This document discourages poaching businesses/employees from neighboring Counties, but could this approach be used to recruit employees living in the hot and crowded southern Counties? How many government employees that work entirely remotely from home are tired of traffic and would be thrilled to move to Crescent City? Importing just 20 of them would bring \$1.3M of new payroll to Crescent City if each of these individuals earned \$65,000 per year.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff
- SBDC, the Chamber of Commerce, and other partners
- Del Norte County

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Can be applicable in all districts.



CREATE JOBS

5F: Recruit Niche Manufacturing

Ingredients

- Identification of target entities
- Partner agencies
- Pre-prepared letter from Mayor and City Manager
- Marketing materials
- Publicity strategy

Time Required

24 to 32 hours

Description

Niche Manufacturing includes small, specialized industrial producers. Firms in this cluster are involved in metal and fabricated metal products, glass, machinery, and other products. The cluster includes these producer's wholesalers and the trucking firms that transport their products. These firms are growing operations and, according to a focus group of industry leaders, are already experiencing labor shortages in key skill occupations that could affect their ability to continue expanding in the region. Niche manufacturing was identified as a "Target of Opportunity industry cluster" in Del Norte County by the Labor Market Information Division of the California Development Department. Between 2004 and 2014, niche manufacturing added 390 jobs and it also had the highest wage gain.

Directions

1. Outreach.
 - a. Create a list of existing niche manufacturing businesses within the City.
 - i. Start with a list of the most recent business license renewals.
 - ii. Call the regional Labor Market Consultant (which is a State employee, not a consultant) of the State Employment Development Department (EDD). Ask for a list ranked by the number of people employed.
 - iii. Using the above lists, create a prioritized list of businesses that will be consulted.
 - b. Identify partner organizations, such as AEDC and SBDC, that could help with this task.
 - c. Conduct a focus group of employers/employees in the Niche Manufacturing industry to identify opportunities and challenges.
2. Work with partners to improve the local environment for Niche Manufacturing:
 - a. Based on feedback from the focus group, identify the biggest challenges that need to be overcome in order to stimulate the growth of the Niche Manufacturing sector.
 - b. Work with partner organizations to improve access to short term capital.
 - c. Develop a line of credit program with local economic development lenders and local banks.
 - d. Work with the County, Caltrans, and the Del Norte Local Transportation Commission to improve regional transportation infrastructure.
 - e. Support the Airport District in attracting appropriate commercial carriers.
 - f. Work with College of the Redwoods, the County, and SBDC to improve local workforce skills. Training options should include:
 - i. Preparing entry-level production and related workers to move up into mid-level positions

- ii. Workplace conflict management.
 - iii. Supervisory skills for newly promoted individuals.
 - iv. OSHA compliance
 - v. process control and inventory control techniques
 - vi. owner/management succession strategies.
 - vii. Strategic sales strategies and use of online sales & training tools.
- g. Compile a list of ongoing workforce training opportunities and distribute to local businesses.
- 3. Improve Communication with Niche Manufacturers
 - a. Establish an online network of regional manufacturers/local businesses to facilitate simple, quick information exchanges for resources and contacts using Linked-In group or other easy to implement format.
 - b. Expand peer-to-peer opportunities to discuss common issues among owners and management.
 - c. Facilitate cross promotion among local manufacturers.
 - d. Increase use of regional branding, marketing, and sales. Advertising and outreach will help increase customer base within the region.
- 4. Site Analysis.
 - a. Identify areas in the City where niche manufacturers can locate.
 - b. Promote this information using City and community resources.
- 5. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above (regarding Business Recruitment Plan) and utilize those instruction to produce marketing materials for this recipe.
- 6. Develop publicity strategy to capitalize on media references to the region.
 - a. Develop local trade show for high end designer items.
 - b. Create out of area temporary sales location.
 - c. Create virtual sales location.

Which goals are addressed?

- 5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff
- SBDC, the Chamber of Commerce, and other partners
- Del Norte County

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Can be applicable in all districts.



5G: Recruit Telehealth Businesses

Ingredients

- Partnerships
- Technology infrastructure evaluation
- Marketing materials

Time Required

16 to 24 hours

Description

Telehealth (or telemedicine) allows health care professionals to evaluate, diagnose and treat patients at a distance using electronic communications and software to provide clinical services to patients without an in-person visit. Telemedicine technology is frequently used for follow-up visits, management of chronic conditions, medication management, specialist consultation, and a host of other clinical services that can be provided remotely via secure video and audio connections. The approach has been through a striking evolution in the last decade and it is becoming an increasingly important part of the American healthcare infrastructure. This recipe contains ideas for how to attract/recruit telehealth businesses/practitioners to live in Crescent City while they work (remotely) across a much broader region.

Directions

1. Gather information and establish partnerships:
 - a. Choose a City staff member to conduct some self-education about this topic by reviewing the content from sources such as: the [National Telehealth Technology Assessment Resource Center](#), [the California Telehealth Resource Center](#), and [the National Consortium Of Telehealth Resource Centers](#). Review key documents, such as: [The California Telehealth Resource Center Program Developer Kit: A Roadmap For Successful Telehealth Program Development](#).
 - b. Meet with administrators and executives of existing traditional health care facilities within the County to inquire about how to best approach this task. Inquire if the promotion of telehealth would improve recruitment and retention for the County's healthcare infrastructure. What other effects would an increase in telehealth in the County have on the existing healthcare infrastructure?
 - c. Create technical advisory committee to understand challenges and opportunities health care facilities experience with telehealth/medicine. Discuss options and ideas for recruiting telehealth businesses/workers.
 - d. Identify existing telehealth businesses that are currently operating in the State. Call three to five businesses and interview them. Inquire with them how realistic it is to recruit telehealth practitioners to Crescent City.
2. Site Analysis.
 - a. Identify the locations of existing healthcare facilities throughout the County.
 - b. Identify potential locations in/near City limits for new healthcare facilities or existing facilities to relocate/expand.
 - c. Identify locations in which purely telehealth businesses could operate (likely office buildings).
 - d. Generate a map of the above.

ECONOMIC DEVELOPMENT ACTIONS

3. Evaluate the City's internet/broadband capability for telehealth utilizing tools provided by the [National Telehealth Technology Assessment Resource Center](#) and [Connectivity Considerations for Telehealth Programs](#) by [the Rural Health Information Hub](#).
4. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above (regarding Business Recruitment Plan) and utilize those instruction to produce marketing materials for this recipe.
5. Work with neighboring cities/counties to determine if this region can become a telehealth hub.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers
- Humboldt-Del Norte Medical Society
- Humboldt-Del Norte Independent Practice Association/Primary Care Renewal
- California Telehealth Resource Center (CTRC)
- Center for Connected Health Policy: The National Telehealth Policy Resource Center (CCHP)
- Del Norte Community Health Center
- Sutter Coast Hospital
- North American Mental Health Services
- Partnership HealthPlan California

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Can be applicable in all districts.



CREATE JOBS

5H: Recruit Self-Driving Vehicle Companies

Ingredients

- Understanding of California regulations re: autonomous vehicles
- City ordinance or resolution
- Partner agencies
- Marketing materials
- Publicity strategy

Time Required

24 to 32 hours

Description

Fully autonomous self-driving vehicles are cars or trucks that operate without human drivers. The human occupants tell the vehicle where to go and then sit back as entirely passive passengers. Currently, there are no legally operating, fully-autonomous vehicles in the United States. However, this is an area of massive private investment in both the tech industry and the auto industry. Every major car company has indicated the intention to develop self-driving cars and dozens of tech companies have arisen to fulfill this demand. As of April of 2021, the California DMV has issued Autonomous Vehicle Testing Permits to 56 different companies. Yet, these companies are unlikely to spend any time or money in Crescent City unless efforts are made to recruit them to bring some of their investments to the far north coast. Because it is easier to program a car to learn to drive in an urban grid, self-driving cars will be tested and developed in cities. Winding rural roads that lack reliable lane markings will be more challenging for self-driving cars to safely navigate. Though at some point, self-driving cars will need to master even the most difficult roadways. So, this recipe is about finding the most daring companies and inviting them to use Del Norte's rural roads as a testing ground for self-driving cars.

Directions

1. Gather information and establish partnerships:
 - a. Choose a City staff member to conduct some self-education about California regulations regarding this topic. On December 16, 2019, the State Office of Administrative Law approved revised regulations allowing for the testing and deployment of autonomous motor trucks (delivery vehicles) weighing less than 10,001 pounds on California's public roads (with an approved permit from DMV). DMV began approving new applications on January 16, 2020.

- Local jurisdictions have some level of flexibility in allowing or disallowing testing of these vehicles. More can be learned by visiting the website for the [California DMV Autonomous Vehicle Branch](#).
- b. Meet with local owners of vehicle sales businesses to gather their perspective and level of readiness for the rise of self-driving cars. Inquire if they think predictions are realistic and the level of impact they would face.
 - c. Meet with transportation partners, such as the County, Caltrans, the Local Transportation Commission, and others.
 - d. Create technical advisory committee to understand challenges and opportunities. Discuss options and ideas for recruiting self-driving companies.
 - e. Call three to five businesses on the DMV's list of approved companies that are permitted to test self-driving vehicles. Interview the companies. Inquire with them how realistic it is to recruit testing in Del Norte County.
2. Enact local regulations:
 - a. Based on the above research, pass an ordinance or resolution that allows companies with DMV approval to also test on Del Norte and Crescent City roadways.
 - b. Encourage Del Norte County and Caltrans District I to enact similar regulations. This effort will likely be meaningless without the cooperative participation of these entities.
 - c. Pass an additional (symbolic) Resolution declaring Crescent City a "Self-Driving Community."
 - d. Work with neighboring cities/counties to determine if this region can become a self-driving car testing hub. The concept may be more appealing with a two or three-county partnership.
 3. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above regarding Business Recruitment Plan and utilize those instruction to produce marketing materials for this recipe.
 - a. Marketing materials should highlight the City's newly passed regulations and resolution.
 - b. Be sure to include photographs and statistics about Del Norte County's roadways: total length by classification, AADT, speed limits, etc.
 - c. Emphasize the challenges of Del Norte's roadways to sell our County as the best place to test and train self-driving cars. Focus on fog, shadows caused by tall trees, winding roadways, etc. Also point out the excellent scenic vistas that will be available to passengers that are testing the vehicles.
 4. Recruitment:
 - a. Create a customized letter to each tech company that is licensed to test in the State. In the letter, request that the business consider testing their vehicles on Del Norte County's rural roadways and Crescent City's "small town residential roadways." Provide details regarding lodging, food, and the natural beauty the City offers.
 - b. Print prepared letters. Attach the marketing materials prepared above.
 - c. City Manager to send a letter to each company asking them to consider locating a satellite office in Crescent City.
 - d. Conduct follow up calls one week later. Try to find someone in the company's compliance department to discuss Crescent City and Del Norte County roadways.
 - e. Send the Mayor to Silicon Valley with the marketing materials to tour and court candidate businesses.
 - f. Send City staff to tech conferences to share marketing materials and court candidate businesses.
 - g. Pair this recipe with the recruitment of tech firms to Crescent City.
 5. Consider other supplemental ideas:
 - a. Volunteer Crescent City for early beta-testing of self-driving transit companies.
 - b. Commit Crescent City to be the first city in the nation to switch its entire vehicle fleet to self-driving vehicles. Set this up on a first-come-first-serve basis. The first company to provide the vehicles will be the company that Crescent City uses.
 - c. Pass a resolution declaring Crescent City to be "The First Self-Driving Small Town." The resolution could indicate that Crescent City will ban human-driven cars in the year 2045 (as a symbolic way of recruiting companies).

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
5. Establish programs that retain, attract, and create jobs

Budget Required

No additional budget would be required for staff to complete this task

Who can make this recipe?

- City staff

Districts Served

Can be applicable in all districts.



CREATE JOBS

5I: Recruit Drone Delivery Companies

Ingredients

- Understanding of California regulations re: drones
- City ordinance or resolution
- Partner agencies
- Marketing materials
- Publicity strategy

Time Required

24 to 48 hours of staff time

Description

Imagine receiving deliveries at home via autonomous flying drones. The products delivered to your home could include a hot pizza, a prescription from the local pharmacy, or an Amazon package that arrives within an hour of being ordered. Many companies have already received FAA approval to begin testing programs, including UPS, CVS, FedEx, Amazon, and others. IBM just received a patent for drones that can transfer packages between themselves to extend their range. The use of drones to deliver packages is a prospective future technology that has the potential to accelerate the already rapid increase of home deliveries that has been skyrocketing for the past ten years. The technology could disrupt traditional markets and cause major shifts in employment. Delivery drivers could lose their jobs, but that loss could be dwarfed by the number of new jobs created for drone technicians and virtual-assist pilots. Given its small size and isolation, Crescent City could be the perfect place to implement a beta-test program. This recipe provides instructions for how to recruit companies that manufacture and test drone deliveries.

Directions

1. Gather information and establish partnerships:

ECONOMIC DEVELOPMENT ACTIONS

- a. Choose a City staff member to conduct some self-education about National and California regulations regarding this topic.
 - b. According to the Federal Agency's website regarding the regulation of drones: "The FAA is encouraging innovation and working with industry, state, local, and tribal governments to realize the benefits of drones and inform future rules and regulations."
 - c. Find local business owners and other community leaders to form a technical advisory committee to understand the challenges and opportunities of this recipe. Discuss options and ideas for recruiting companies.
 - d. Call three to five businesses on the FDA's list of approved companies that are permitted to test drone delivery. Interview the companies. Inquire with them how realistic it is to recruit testing in Del Norte County.
2. Enact local regulations:
 - a. Based on the above research, pass an ordinance or resolution that allows companies with FAA approval to also test drone delivery in Crescent City.
 - b. Encourage Del Norte County to enact similar regulations.
 - c. Pass an additional (symbolic) Resolution declaring Crescent City a "Drone-friendly Community."
 - d. Work with neighboring cities/counties to determine if this region can become a drone-delivery testing hub. The concept may be more appealing with a two or three-county partnership.
 3. Site Analysis.
 - a. Utilizing GIS mapping software, identify zoning districts in/near City limits in which high-tech manufacturing facilities are permitted. Consider modifying the City's regulations to allow high-tech manufacturing in the downtown zone and other places where such manufacturing is not currently allowed.
 - b. Conduct a city-wide analysis to identify the top 5 to 10 sites with the best potential for locating high-tech manufacturing. Generate a data sheet summarizing the sites and create a corresponding map.
 4. Create Marketing materials. Considering hiring a consultant to complete this task. Read about the marketing materials under the recipe above regarding Business Recruitment Plan and the recipe regarding recruiting self-driving car companies. Utilize those instruction to produce marketing materials for this recipe.
 5. Recruitment. Read about the marketing materials under the recipe above regarding recruiting self-driving car companies. Utilize those instruction to conduct recruitment for this recipe.
 6. Consider other supplemental ideas:
 - a. Drones could also play a significant role in other industries beyond deliveries, including: agriculture, mapping, intelligence/surveillance, construction, maintenance, gathering information for disaster management, search and rescue, building safety inspections, aerial photography for journalism and film. What does Crescent City have to offer companies developing drone technology for those uses?
 - b. Volunteer Crescent City Fire Department for early beta-testing of search-and-rescue drones.
 - c. Pass a resolution declaring Crescent City to be the "Drone Delivery Capital of California" as a symbolic gesture.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
5. Establish programs that retain, attract, and create jobs

Budget Required

No additional budget would be required for staff to complete this task

Who can make this recipe?

- City staff
-

Districts Served

Can be applicable in all districts.



CREATE JOBS

5J: Recruit Other Cutting-Edge Industries

Ingredients

- Research regarding latest industry trends
- Marketing materials

Time Required

TBD

Description

Recipes above explore options for recruiting businesses specializing in tech, niche manufacturing, telemedicine, self-driving cars, and delivery drones. These are among the fastest growing industries. This recipe is about staying current with the latest cutting-edge technologies/industries and using the same approach to recruit other businesses.

Directions

1. Stay informed. Choose a City staff member to spend up to four hours per month to stay current on the latest in technology trends. Which industries are most likely to generate jobs/businesses in the coming years. Possibilities include: Artificial Intelligence, virtual reality, augmented reality, quantum computing, robotic automation, satellites, space travel, the internet of things, cultured meat, vertical farming, 4D printing, nanomaterials, energy storage, etc.
2. Utilize the recipes above to develop strategies for recruiting businesses specializing in new industries.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff

Budget Required

No additional budget would be required for staff to complete this task

Districts Served

Can be applicable in all districts.

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5K: Accelerate Crescent City's Electric Car Market

Ingredients

- Multi-agency collaborative
- Grants

Time Required

24 hours of staff time per year

Description

Within the next 15 years the number of electric cars is expected to outnumber the number of gas-powered cars, at least on a national level. In rural and remote areas, like Crescent City, adoption of electric vehicles will lag behind urban regions. Large metropolitan areas will be able to more rapidly develop a higher density of charging stations, making the adoption of electric vehicles a more realistic prospect in big cities. This recipe is about finding ways to accelerate the switch to electric vehicles in Crescent City.

Directions

1. Hold a City Council special study session for the City to evaluate, advocate, and implement sustainable infrastructure. Discuss topics such as:
 - a. Electric vehicle charging stations and other infrastructure related to electric vehicles.
 - b. Off-shore wind energy.
 - c. Land-based wind energy.
 - d. Other topics related to sustainability.
 - e. Create a value statement regarding sustainability.
2. Create a team:
 - a. Formerly establish a Del Norte County Sustainable Infrastructure Collaborative, which could consist of the County, the Del Norte Local Transportation Commission, the four Tribes based in the County, and other similar partner agencies.
 - b. Encourage the other members of the collaborative to also adopt a value statement.
 - c. Work with the Collaborative to set a sustainability agenda for the region, including a cooperative plan for regional electric vehicle charging stations and other related infrastructure.
 - d. Work with partner agencies to identify grant opportunities to fund an expansion of electric vehicle charging stations.

ECONOMIC DEVELOPMENT ACTIONS

- e. In collaboration with the above entities, continuously monitor for grant opportunities from State and Federal agencies, such as the California Energy Commission, the U.S. Department of Energy, and the U.S. Department of Transportation.
3. Evaluate the possibility of replacing all City-owned vehicles with fully electric vehicles.
 - a. Produce an inventory of the City's vehicle fleet.
 - b. Collect detailed information regarding each current vehicle. What is their fuel efficiency? How old are they? When will each need to be replaced? How far do they typically need to travel?
 - c. Determine if each vehicle could be replaced with fully electric vehicles.
 - d. Explore the same topic with the Fire Departments vehicles.
 - e. Encourage all other government entities in the County to do the same.
4. Explore other ideas:
 - a. Provide a modest City rebate to residents that purchase fully electric vehicles.
 - b. Be the first City in the nation to ban the sale of fossil-fuel powered vehicles in City-limits.
 - c. Encourage and incentivize hotels, gas stations, restaurants, and other businesses to install electric vehicle charging stations.
5. Community education:
 - a. Find ways to provide community education events and to distribute educational materials with the intention of accelerating the adoption of electric vehicles.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff

Budget Required

No additional budget would be required for staff to complete this task

Districts Served

Can be applicable in all districts.





5L: Kitchen Connect

Ingredients

- Commercial kitchen space
- Food businesses
- Outreach materials

Time Required

40 to 80 hours of staff time

Description

There is a young woman in Crescent City that has an idea for a new BBQ sauce company. There is also church in the City that has a large kitchen, which is rented out for weddings about five times a year. The young woman cannot find a kitchen facility in which to grow her business. The church needs a revenue stream. Can the two be paired up for mutual benefit? One of the largest hurdles for new food businesses to overcome is limited access to licensed kitchen spaces. One of the biggest challenges for community centers is securing reliable income. The conceptual program “Kitchen Connect” pairs food businesses with underutilized kitchens to create a mutually beneficial partnership. The businesses gain a safe and legal space to grow their business and the facilities with the kitchens gain an additional revenue stream.

Directions

1. Form a team to help complete this recipe. The team could include:
 - a. Staff from the Chamber of Commerce and Small Business Development Center.
 - b. Staff from churches and similar organizations.
 - c. Staff from the County health department that will provide free assessments of kitchens.
 - d. Contractors that will volunteer to provide free quotes for upgrades to kitchens.
 - e. Staff from HumboldtMade, which has implemented this program in Humboldt County:
<https://www.humboldtmade.com/eureka-kitchen-connect>.
2. Produce a map and table of information regarding candidate kitchens.
 - a. Working with the team, identify facilities throughout the City that include candidate kitchens. Examples include churches, schools, community centers, and even office buildings. Check with local youth programs and other similar organizations to see if they know of any candidate kitchens.
 - b. Identify every restaurant in town that has a kitchen.
 - c. For each of the above, map the location of the building and create a corresponding table that includes information about the kitchen, such as size, type, and amenities.
3. Produce and distribute communication and marketing materials:
 - a. Considering hiring a graphic designer to complete this task.

- b. Produce a brochure outlining the project concept. Small start-up businesses in need of a kitchen are paired with an underutilized kitchen. Basically, the business leases the kitchen (or a portion of the kitchen) from the facility. In each pairing, special arrangements are made. For instance, in the case of a church, lease terms can be set up so that the tenant must move out of the kitchen space for up to six weekends each summer so that the church can host weddings with catering provided in the kitchen. As another example, a tenant could lease the kitchen from an active restaurant, but only have access to the kitchen overnight when the restaurant is closed. There are several good resources available outlining how to best share a kitchen, such as: <https://www.thefoodcorridor.com/resources/>.
- c. The program can also include free assessments from the County health department for kitchens at churches that are not fully up to commercial licensing standards. Check with County staff to see if they will help.
- d. Send the brochure to the owner/operator of each kitchen that was mapped.
- e. For the best candidates, call the facility and explain the program.
- f. Determine which facilities are most enthusiastic/interested in Kitchen Connect and focus on creating a partnership with those businesses as a pilot program.
- g. If any candidate kitchens need upgrades, connect them with County staff, contractors, and national resources such as <https://www.thefoodcorridor.com/>.
4. Once a few candidate kitchens are available, find new start-up businesses.
 - a. Produce marketing materials, such as a website, brochure, flyers, etc. Materials should describe program and resources available to new start-up businesses, including AEDC and the SBDC.
 - b. Begin advertising the program publicly in order to find new start-up businesses. Distribute marketing information using newspapers, radio, newsletters, social media, and websites.
 - c. To gain a boost from a nation program, list available commercial kitchen spaces on [Kitchen Door](#).
5. Ongoing outreach.
 - a. Continuously market this program to create awareness.
 - b. Market each commercial kitchen space individually to businesses.
 - c. Use Chamber and SBDC resources, such as their newsletter and social media, to generally market this program.
 - d. Post on social media for 6 months describing the program.
 - e. Reach out to the tribes.
 - f. Publish a press release when a business enters into a commercial kitchen space.
6. Ongoing Support.
 - a. Determine staff time and capacity to continue management.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

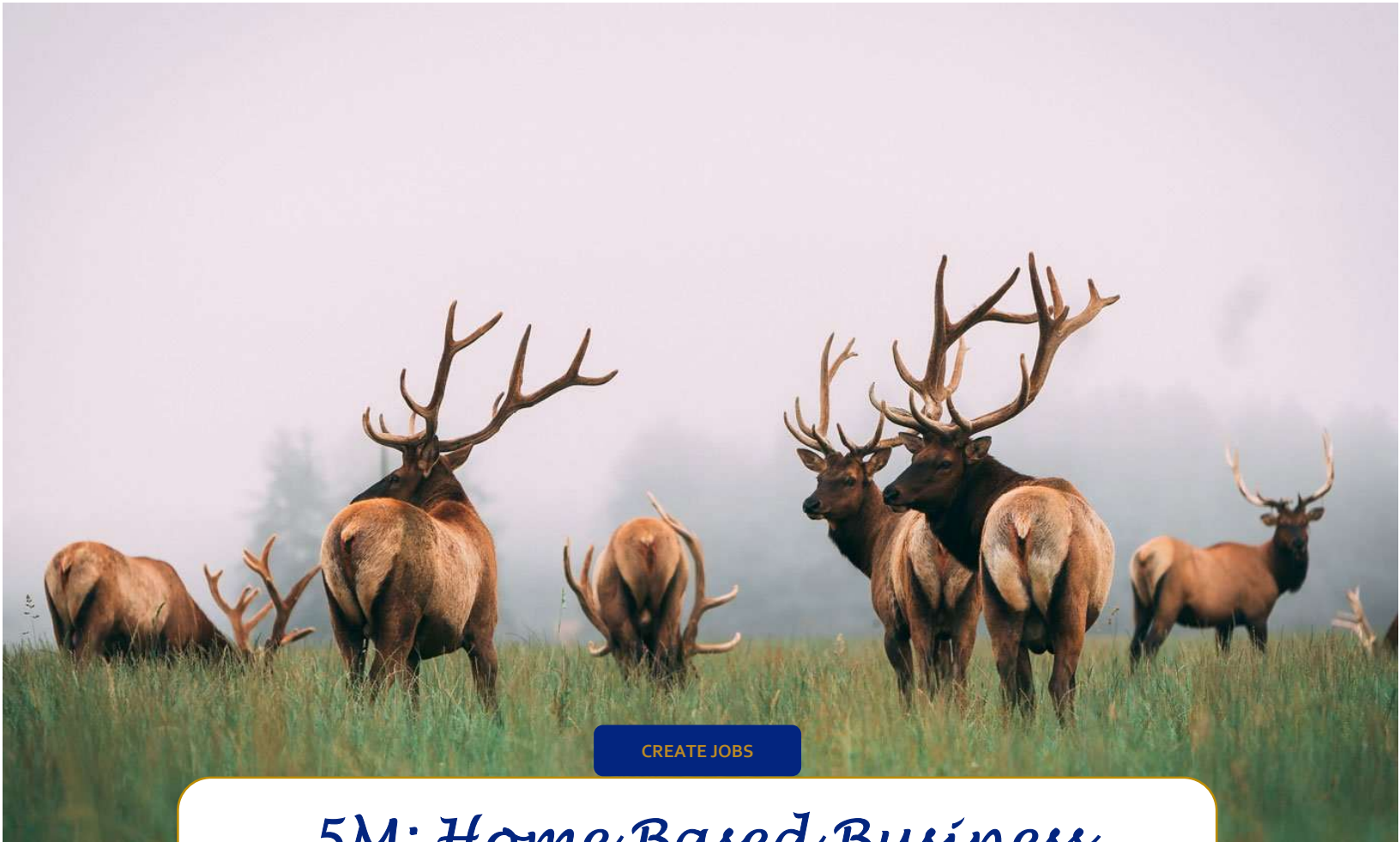
- City staff

Budget Required

No additional budget would be required for staff to complete this task

Districts Served

Can be applicable in all districts.



5M: Home Based Business Development Program

Ingredients

- Marketing materials
- List of existing home-based businesses
- Survey(s)

Time Required

40 hours to set up and up to 8 hours per month to maintain

Description

Prior to the pandemic, home-based businesses were on the rise and now they are growing even faster. These types of businesses include childcare, consultants, engineers, architects, graphic designers, marketing specialists, attorneys, web-designers, programmers, teachers, jewelry-makers, life coaches, journalists, travel planners, virtual assistants, and many others. Running a business from home provides personal freedom, less risk, less overhead, and tax advantages. Home-based businesses are also great candidates for business expansion. When home-based business owners succeed enough to outgrow their homes, they can move into vacant retail/office spaces in commercial districts in town. This recipe is about establishing a Home-Based Business Development Program to aid in creating new home-based businesses.

Directions

1. Gather information and establish partnerships:
 - a. Gather all data the City possesses about home occupation permits for the past 10+ years. Categorize and graph the data. Identify trends.
 - b. Poll neighboring cities/counties to determine how they promote/support home-based businesses.
 - c. Recruit a partnership with SBDC, Chamber of Commerce, and Del Norte Workforce Center. Find local business owners and other community leaders that could also join the partnership. Candidates include law firms that specialize in assisting sole-proprietorships, HR professionals, and retired home-based business owners.

- d. Review the following ideas and agree upon a strategy for increasing the number of home-based businesses.
2. Survey current home-based businesses:
 - a. Call five to ten home-based businesses that are currently operating in Crescent City. Interview the business owners to determine their challenges, needs, and ideas.
 - b. Use the information gathered during the interviews to generate a survey.
 - c. Distribute survey to all recipients of a home-occupation permit. Consider distributing the survey to every residential unit in the City (and possibility in the greater Crescent City area).
 - d. Optional – require business license applicants to complete the survey in order to renew their business license. After a few years of issuing the same survey, the City will be able to conduct trend analyses.
3. Review and modify local regulations:
 - a. Based on the above research, evaluate if the City could make any changes to support or promote home-based businesses. Determine if free resources can be provided to establish a home-based business.
 - b. Evaluate expanding allowable uses in all Residential zones to include home occupation businesses that directly serve customers, but do not create a nuisance (e.g., attorneys, book keepers).
 - c. Pass a Resolution celebrating home-based businesses.
 - d. Encourage Del Norte County to enact similar regulations and resolution.
4. Create a Home-based Business Development Program:
 - a. Share all of the above information with the SBDC and ask that organization to increase its efforts in Crescent City associated with Home-based Businesses. Ask SBDC to periodically hold a Home-Based Business Seminar or a series of informational workshops.
 - b. Hold a celebration event for home-based businesses to bring awareness to their efforts.
 - c. Use marketing strategies outlined in above recipes to recruit and encourage people to start home based businesses.
5. Consider other options:
 - a. Create a target of increasing the total number of business licenses in the City by 50% in one year by focusing on art-based businesses, pop-up business, and home-based businesses.
 - b. Create and promote a program in which artists, students, pop-up retail businesses, and home-based businesses only pay \$1 for a business license for their first year.
6. Encourage growth and expansion. In all interactions with home-based businesses owners:
 - a. Encourage and promote the to move to commercial/office/industrial spaces in town.
 - b. Inquire how the City can help the home-based business expand and grow. Provide resources and connections to support organizations such as the Chamber of Commerce and the SBDC.
 - c. Encourage business owners to join the Chamber of Commerce and other advocacy organizations.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- City staff
- Chamber of Commerce
- Volunteers
- SBDC
- Del Norte Workforce Center

Budget Required

No additional budget would be required for staff to complete this task

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



5N: Support and Promote Fishing Businesses/Jobs

Ingredients

- Partnerships
- Survey
- Grant application
- Outreach materials

Description

Historically, Del Norte County has depended on the natural resource-based industries of timber extraction/wood products and commercial fishing. Unfortunately, both have significantly declined from their historic peaks. This recipe explores ways in which the City can work to support and promote fishing-based businesses and associated jobs.

Time Required

40 to 80 hours of staff time

Directions

1. Gather information and establish partnerships:
 - a. Choose a City staff member to conduct some self-education regarding this topic. Review the following documents: "[California's North Coast Fishing Communities Historical Perspective and Recent Trends](#)" and "[Crescent City Fishing Community Profile](#)."
 - b. Review the County's 2020 Comprehensive Economic Development Strategy, which indicates that:
 - i. The harbor supports a fleet of 80 commercial fishing vessels.
 - ii. The volume of fishing activity has fluctuated significantly over the past ten years, with a recent high point of \$34M in 2013 and a low of \$5M in 2015.
 - iii. Fishing boat access on the rivers could be expanded if the County can work with State and Federal regulatory agencies.
 - iv. There is a need to replace the replacement of the Harbor sea wall to protect the fishing fleet from future storm surges and tsunamis.

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- c. Establish a working group with the Harbor District and the County to explore strategies for retaining/expanding businesses/jobs. Schedule an annual meeting between the three agencies to specifically explore this topic. Determine how the City/County can support the Harbor District.
2. Survey current owners of fishing businesses (follow the Harbor District's lead on this):
 - a. Call five to owners of fishing businesses that are currently operating in the Crescent City area. Interview the business owners to determine their challenges, needs, and ideas.
 - b. Use the information gathered during the interviews to generate a survey.
 - c. Distribute survey to all recipients of a harbor permit.
3. Evaluate opportunities for enhanced marketing, tourism promotion, and advocacy on behalf of the local fishing businesses at the State and Federal levels.
4. Work with the Harbor District and County to acquire a grant to complete a Fishing Community Sustainability Plan:
 - a. An FCSP is a document outlined in the federal Magnuson-Stevens Fishery Conservation and Management Act (MSA) to address "the social development needs of coastal communities." Humboldt State University acquired a grant to complete a FCSP in [Humboldt County](#) in 2019.
 - b. Recruit HSU to work with the Harbor District to acquire a similar grant for Del Norte County.
5. Identify ways to recruit new next generation fisherfolk:
 - a. California's commercial fleet is aging, and there is a need to recruit young, well-educated people into commercial fishing to maintain this important California coastal heritage. Young fisherfolk entering into the industry are faced with new challenges that previous generations did not have to experience when they started in the field. These factors include cost of entry, ever-increasing regulations, environmental changes, increased competition for the right to fish, an understanding of management systems, regulation compliance, and business management skills. The long-term future of the fishing is dependent on business turn-over to the next generation. Despite the downsizing of California commercial fisheries, fishing still provides a viable career for young people, especially given a renewed interest in emerging fisheries and a local food movement that supports the development of direct marketing of seafood products. These new marketing and fishing opportunities, however, are not well known, and taking advantage of them requires training because regulations are complex and selling one's product requires a lot of skills.
 - b. Ask current fisherfolk if recruitment of next-generation fisherfolk is as much of a challenge locally as it is throughout the rest of the State. If so, identify ways to enlist younger recruits.
 - c. Work with the school district and College of the Redwoods to educate young people about the opportunities in commercial fishing, regulations, skills and management approaches necessary to keep commercial fishing economically, ecologically, and socially sustainable.
 - d. Create mentorship or fellowship program to engage and train young fishers. Support the next generation of fishing leaders by providing mentorship and hands on learning. Consider resources such as the [California Commercial Fishing Apprenticeship Program Information](#) and the [California Commercial Fishing Apprenticeship Program Manual](#).

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs

Who can make this recipe?

- Harbor District staff
- City staff

Budget Required

No additional budget would be required for staff to complete this task

Districts Served

South Gateway and Public Waterfront

50: Establish a Business Incubator Program

Ingredients

- Research
- Partnerships
- Feasibility study
- City-owned land

Time Required

This could require anywhere between 40 hours and 400 hours of staff time.

Description

Business incubators are organizations, programs and/or facilities designed to found and assist young startup businesses. They usually provide workspaces, mentorship, education, and access to investors for new startups and/or small local businesses. These programs ease the burden of starting a business by allowing them to operating at a lower cost during the early stages.

Incubators are typically non-profits or government operated, usually require an application process to join, and generally require a commitment for a specific amount of time. In 2011, the US Department of Commerce Economic Development Administration (EDA), released a 144-page best practices manual titled "Incubating Success." This recipe draws from that manual and other resources to identify ways in which Crescent City could found a business incubator.

Directions

1. Start with a grounding in reality. While new incubator facility would have a massive positive impact on the Crescent City business and social community, it is also likely to come with a multi-million-dollar price tag.
2. Conduct some self-education by reviewing these documents:
 - a. "Incubating Success: Incubation Best Practices That Lead to Successful New Ventures" found here: http://edaincubatorool.org/pdf/Master%20Report_FINALDownloadPDF.pdf
 - b. "Mixed-use Incubator Handbook: A Start-up Guide for Incubator Developers" found here: https://www.infodev.org/infodev-files/resource/InfodevDocuments_733.pdf
 - c. "Formation of a Business Incubator" found here: <http://www.iphandbook.org/handbook/ch13/po6/>
 - d. "Best Practices in Rural Business Incubation: Successful Programs in Small Communities" found here: <https://inbia.org/product/best-practices-in-rural-business-incubation-successful-programs-in-small-communities/>
 - e. "Incubating the Arts: Establishing a Program to Help Artists and Arts Organizations Become Viable Businesses" found here: <https://inbia.org/product/incubating-arts-establishing-program-help-artists-arts-organizations-become-viable-businesses/>
 - f. "Launching Your Neighborhood Place-Based Entrepreneurship Center: An Action-Based Playbook for Building Successful Entrepreneur-Serving Hubs in Emerging Urban Communities" found here: <https://inbia.org/wp-content/uploads/2019/12/Launching-Your-Neighborhood-Place-Based-Entrepreneurship-Center-Playbook.pdf?x62369>
3. Partner with the North Coast Small Business Development Center (SBDC):

- a. Stay in regular contact with the North Coast SBDC about this topic. The SBDC already provides some services similar to an incubator and may have ideas/resources.
- b. Be prepared for future grants from the Small Business Administration (parent agency of the SBDC). For instance, in 2019 the Federal distributed over \$3M for business incubator programs for the fifth year in a row. It is likely that similar funding programs will be initiated in the future. Be ready to strike the moment an opportunity arises.
4. Request a consultation with the EDA:
 - a. The federal Economic Development Administration (EDA) is among the most likely sources of funding for establishing a business incubator.
 - b. The EDA has divided the nation into regions, each of which has an assigned representative. Set up a video conference call with the EDA Economic Development Representative for Northern and Coastal California.
 - c. Ask for ideas, recommendations, and sources of funds.
 - d. Request a list of other communities in the region that have successfully implemented an incubator program.
5. Contact other communities for ideas and recommendations.
 - a. Utilizing the list of other communities provided by the EDA, call other communities to ask for advice and ideas.
 - b. Contact the Community Development Director of the City of Arcata to inquire about their "Foodworks Project," which is an incubator that was founded over 20 years ago. Inquire about the process of founding the facility/program, lessons learned, and recommendations.
3. Evaluate all City-owned properties. Does the City own any lands that could be potential locations for a business incubator facility?
4. Inquire if other entities would be willing to host an incubator.
 - a. The fairgrounds is the best and most obvious opportunity.
 - b. The city-owned Cultural Center is a site that could host some types of incubator, such as an arts and media incubator.
 - c. The County may own land/facilities that would serve as good candidates.
 - d. Another potential candidate includes the mill site at end of Hamilton Road (just south of Crescent City off of US 1010), which is on State Park property.
5. Partner with College of the Redwoods and/or Humboldt State University.
 - a. Business incubation programs are often sponsored by private companies or municipal entities and public institutions, such as colleges and universities.
 - b. Request meetings with CR and HSU (possibly together at the same time with the SBDC?). Explore ideas/options for create a program and/or facility.
6. Based on all of the above, conduct a feasibility study. Determine which partners would be the most likely to help make this happen. Which funding agencies are most likely to provide the upfront costs? Which types of businesses are most likely to be developed? What sites are most likely to be utilized?

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
4. Undertake actions that stimulate the private sector creation of housing and development
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
8. Focus on efforts to enhance downtown

Budget Required

This could require anywhere from \$10,000 to \$60,000 or more to conduct studies and analysis (by consultants). Building a new facility could cost millions of dollars.

Who can make this recipe?

- City staff
- SBDC
- EDA
- Other local partners, such as the County, Chamber, etc

Districts Served

This is most likely to benefit districts with high vacancy rates and/or parts of town in which manufacturing is allowed, including:

- Downtown East
- Downtown
- Elk Valley Road Corridor
- Medical Professional District
- North Gateway District
- Northcrest Corridor District
- South Gateway District



5P: Fairgrounds Enhancements

Ingredients

- Relationship with Fairgrounds District

Time Required

40 to 80 hours of staff time

Description

Per the organization's website, "The Del Norte County Fairgrounds Recreation and Park District is a county-wide, independent special district governed by a five-member Board of Directors. The site includes numerous structures, a large parking lot, rodeo arena, horse barns/arena, open space areas, and natural resource areas. In addition to the annual fair, the site facilities are used year-round by various organizations for recreational and community events." The fairgrounds is in the geographic center of the City and is periodically a cultural hub for the region (such as during the fair). However, as is true of nearly any large conglomeration of buildings, there is a range of opportunities for the grounds to expand programs and activities. Several other fairgrounds throughout the State are enacting new innovative strategies to enhance their economic impact in a community. While the fairgrounds has untapped potential, the City does not own or have direct control over the land or operations. So, this recipe is about offering hand to the fairgrounds board and administration in mutual pursuit of a more prosperous fairgrounds.

Directions

- Start with gratitude and acknowledgement. The District is a thriving, active, and successful organization that already does so much for the community. This effort is not about accusing the organization of not doing enough. Instead, this is about recognizing the tremendous value of the fairgrounds and offering to help as needed with launching big new initiatives for the mutual benefit of the District, the City, and the broader community.
- Conduct self-education about the District by reviewing the 2014 Strategic Plan and the "Municipal Services Review: Del Norte County Fairgrounds Recreation and Park District Formation" found here: <https://dncfrpd.org/wp-content/uploads/2019/07/LAFCo-Del-Norte-Fairgrounds-Recreation-and-Park-District-Formation-April-2014.pdf>, which provide the following information:
 - The State of California owns the Fairgrounds site and facilities.
 - District formation was contingent on voter approval of a special sales tax that was proposed to District residents on the November 2014 ballot. The sales tax was approved, and District formation went ahead as planned.

- c. The purpose of the District is to provide revenue to maintain and operate the Del Norte County Fairgrounds.
 - d. The Del Norte County Fairgrounds Recreation and Park District does not directly provide services and has an agreement with the Del Norte County Fair 41st District Agricultural Association to continue operating the Fairgrounds facilities and services.
 - e. The 87.3 acre Fairgrounds site includes a large parking lot, open space areas, natural resource areas, and approximately 40,000 sf of buildings as well as an 80-stall stables, 1,800 sf grandstands, 20,000 sf ACE arena, 30,000 sf outdoor horse arena, 17,000 sf livestock building, 5,000 sf poultry building, 1,400 driving range building, and 60,000 sf rodeo arena.
 - f. According to Section 5786.11 of the Public Resources Code, the district may cooperate with the City and may enter into agreements with the City to jointly acquire, construct, improve, maintain, and operate recreation facilities and programs.
 - g. The Fairgrounds site is used for the annual County Fair, typically held over four days on the first weekend of August. In addition, the Fairgrounds accommodates a variety of non-fair functions throughout the year. According to the Strategic Plan, the total annual attendance of the Fairgrounds site is approximately 135,000, including both fair and interim attendance.
3. Inquire if there are ways in which the City (or County) can help acquire funds to conduct a new strategic plan and/or funds to implement some projects outlined in the past strategic plan.
 4. Inquire if the fairgrounds would be interested in hosting a business incubator (see previous recipe). With the space and quantity of buildings available, the fairgrounds is the best and most obvious location for an incubator.
 5. Review the rest of this document and determine if the fairgrounds would be a good partner in the envisioning or implementation of any other recipes.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Budget Required

A new strategic plan for the fairgrounds could cost between \$15,00 and \$85,000. Physical site improvements could cost millions of dollars.

Who can make this recipe?

- Fairgrounds
- County

Districts Served

North gateway district



5Q: Business Loan and Micro-Finance Program

Ingredients

- Consultant
- State grants

Time Required

80 to 320 hours of staff time

Description

This is a template for the creation of a new recipe revolving around the idea of expanding the City's "Business Loan and Micro-Finance Program." Getting money into the hands of local businesses is critical to the overall economic success of the City.

Directions

1. City staff, partner agencies, and/or consultant to develop step-by-step instructions for this recipe.
2. In developing the steps for this recipe, focus on the City's economic development goals, industry sectors, and districts.
7. Also be sure to emphasize the Underlying Goals that are built into all City efforts (see ECONOMIC DEVELOPMENT GOALS on page 10): poverty reduction, equity and inclusion, health, and youth development.

Which goals are addressed?

4. Undertake actions that stimulate the private sector creation of housing and development

Who can make this recipe?

- City staff
- Consultant

Budget Required

TBD

Districts Served

All districts

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CREATE JOBS

5R: Annual Student Entrepreneur Event

Ingredients

- TBD

Time Required

TBD

Description

This is a template for the creation of a new recipe revolving around the idea of establishing an annual “Student Entrepreneur” event. For instance, the City and/or a partner agency could raise funds (potentially through grants) to offer a cash award following a Del Norte Shark Tank content.

Directions

1. City staff, partner agencies, and/or consultant to develop step-by-step instructions for this recipe.
2. In developing the steps for this recipe, focus on the City’s economic development goals, industry sectors, and districts.
3. Also be sure to emphasize the Underlying Goals that are built into all City efforts (see ECONOMIC DEVELOPMENT GOALS on page 10): poverty reduction, equity and inclusion, health, and youth development.

Which goals are addressed?

4. Undertake actions that stimulate the private sector creation of housing and development

Who can make this recipe?

- TBD

Budget Required

TBD

Districts Served

All districts.

SECTION 6: INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

Summary

Infrastructure and economic development are directly dependent upon one another. Without healthy businesses, the City's tax base will be insufficient to build and maintain roadways. Without quality roadways and utilities, businesses will not be able to survive. The water and wastewater treatment plans cannot function without monthly infusions by ratepayers and no jobs would exist without water and wastewater infrastructure. Thus, investing in infrastructure is investing in economic development and vice versa. This section focuses on incorporating infrastructure projects as a means to further economic development. Project ideas include broadband expansion, transportation and distribution expense pooling, city comprehensive management plan, and more.

Challenges and the Sources of Challenges

This is inherently a chicken-and-egg challenge. Infrastructure needs investment to support economic development, but growth of businesses and jobs is stifled by low quality infrastructure. They each need the other to grow. The likely solution is infusions of investment from the State and federal governments.

Vision of the Future

Crescent City envisions a future of high-quality infrastructure that serves the needs of all businesses and a future where economic development is not restrained because of infrastructure needs. The future of Crescent City is one with adequate infrastructure with the capacity to serve the community's growing needs and for economic development to thrive. Economic development will be intertwined with infrastructure projects for a mutually beneficial outcome.

Section 6 Recipes

- Recipe 6A: City Management Plan
- Recipe 6B: Think of all City Activities as Economic Development
- Recipe 6C: City-owned Property Strategic Plan
- Recipe 6D: Front Street Improvements
- Recipe 6E: Beachfront Park Master Plan
- Recipe 6F: B Street Pier Strategic Plan
- Recipe 6G: Elk Creek Park Strategic Plan
- Recipe 6H: Parks and Recreation Strategic Master Plan
- Recipe 6I: Enhancement of Public Lands Recreation Opportunities
- Recipe 6J: Transportation Expense Pooling
- Recipe 6K: Broadband expansion
- Recipe 6L: Recruit Wind Farms
- Recipe 6M: Utility Undergrounding
- Recipe 6N: New City Hall
- Recipe 6O: Support Harbor Facilities Improvements and Expansions
- Recipe 6P: Support Regional Transportation Infrastructure Improvements
- Recipe 6Q: Enhancements to Pedestrian and Bicycle Infrastructure

Crescent City

INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6A: City Management Planning

Ingredients

- TBD

Time Required

TBD.

Description

The City is responsible for a wide array of services, from public safety to long-range planning. There are several different ways to plan for the management of these various services. This recipe is about options for city management planning.

Directions

1. Use information from other recipes throughout this document to inform on-going city management planning processes.
2. City Council Visioning
 - a. Continue to perform annual City Council Visioning.
 - b. Continue to incorporate economic development thinking and prioritization into all visioning activities.
3. Create a formal Crescent City Capital Improvement Plan:
 - a. Start small. Acquire basic templates from other small communities.
 - b. Work towards bigger, more complex techniques of planning for the City's short, medium, and long-term infrastructure spending.
 - c. Gather information from the Del Norte Local Transportation Commission, such as the Active Transportation Plan, the Regional Transportation Plan, the Stormwater Management Plan, and related documents.
4. Consider moving towards a full citywide asset management system. This would require the acquisition of software that can track, monitor, and coordinate the planning/maintenance/construction of all city assets, such as streets, utilities, vehicles,

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facilities, etc. Link the infrastructure management software to finance software and permitting software. Examples include: <https://www.cityworks.com/solutions/asset-management/> and <https://psdrcs.com/asset-manager/>.

5. Create a strategic plan that looks at the City's organization as whole to implement organizational changes for building efficiencies within overall organizational structure.
6. Consider other topic areas that could each serve as a chapter of a City Management Plan and/or could constitute stand-alone plans, such as:
 - a. Energy efficiency analysis of City facilities
 - b. Parks and Rec master planning
 - c. City-owned lands strategic planning

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff

Budget Required

This could be accomplished with staff time only or could be completed by a consultant for \$10,000 to \$50,000.

Districts Served

All districts.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6B: Think of all City Activities as Economic Development

Ingredients

- A shift in perspective

Time Required

None.

Description

This recipe is all about perspective. The City is constantly engaged in countless activities. It might seem like there is little time for economic development when the City has a street network to maintain and public safety to consider. But, every bit of infrastructure maintenance and every recreation program is a form of economic development. This is especially true of all things infrastructure related. So, give yourself credit and recognize the economic development value of all City activities. This might just help shift your overall perspective and drive City actions towards even more effective forms of economic development than those that already consume your time and resources.

Directions

1. When planning infrastructure improvements, consider the value that the infrastructure brings to the local business community. Publicly acknowledge this value whenever discussing infrastructure investments and maintenance during City Council meetings.
2. Find other ways to think of and openly acknowledge the economic development value of on-going city activities.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff and elected officials

Budget Required

\$0

Districts Served

Can be applicable in all districts.

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6C: City-owned Property Strategic Plan

Ingredients

- City-owned property
- Strategic Planning Session
- Strategic Plan and/or Specific Plan

Time Required

40 to 240 hours of staff time.

Description

The City owns some very strategically valuable property, especially in the Downtown and Public Waterfront Districts. Much of this City-owned land is either underutilized or entirely vacant. These lands could be developed in a countless combination of ways for the overall economic benefit of the City and its businesses. This recipe outlines a variety of strategies for determining how to best utilize or dispose of City-owned property.

Directions

1. Consider hiring a consultant for any or all of the following steps.
2. Existing conditions mapping and analysis:
 - a. Produce a map of city-owned property. Number each parcel.
 - b. Produce a corresponding table of each property. Identify basic information about each parcel, such as acreage, zoning designation, known constraints, etc. Be sure to clarify if any parcels are encumbered by old redevelopment regulations.
 - c. Prepare a corresponding description of each parcel.
 - d. Produce a preliminary narrative of opportunities for each parcel.
3. Evaluate all City facilities and infrastructure to determine if there are any potential future scenarios in which the City would need to transfer existing infrastructure to a current holding. For instance, could the City need to move the wastewater treatment plant a few blocks inland in the future under worse-case sea level rise scenarios? Or, could the City need a parcel that is current vacant at some point in the future to hold electric vehicle charging stations for the City's future fully electric vehicle fleet? Prepare a summary report of this analysis.
4. Prepare a staff report for City Council:

- a. Summarize and attach the existing conditions mapping prepared above.
- b. Summarize and attached the infrastructure scenario analysis.
- c. Outline the basic options for what a City can do with land that it owns, including:
 - i. Hold a property without taking any action.
 - ii. Build city-facilities/infrastructure on a property.
 - iii. Build residential, commercial, or industrial buildings and lease the land/buildings to private companies.
 - iv. Lease the land to a private company and allow the lessee to build on the property.
 - v. Trade the property for an equivalent property elsewhere in the City.
 - vi. Advertise the property as “for sale” and then sell the property to the highest bidder.
 - vii. Set a specific vision for the property, release a Request for Proposals, and then sell the land to the bidder that proposes a project that best fulfills the City’s vision. In this case, the City can effectively sell the property for \$1 (though this is complex and requires the involvement of the City attorney).
- d. Provide basic information about the types of planning documents that the City can use to envision, plan for, market, and dispose of city-owned property. The most powerful option is a Specific Plan, which is a form a pre-permitting for an entire part of town, such as Downtown.
5. Hold a preliminary strategic planning session with City Council.
 - a. Review each parcel with City Council one-by-one to provide Council with a broad overview of the City’s holdings.
 - b. Review the analysis of future scenarios.
 - c. Review the outline of options for what a City can do with land that it owns.
 - d. Present preliminary staff ideas for what to do with key holdings. Consider hiring an urban planning designer or architect to prepare visual simulations of project ideas. Think big.
 - e. Conduct an exploratory visioning exercise in which council members and members of the public can propose various ideas for each parcel.
 - f. Provide City Council with options for what to do next, including preparing a comprehensive strategic plan, an Area Plan (sort of like a General Plan, but just for an area of the City), or a Specific Plan (which is a like a super Area Plan that includes detailed infrastructure planning and accounting).
6. Following the preliminary strategic planning session, hire a consultant to conduct more thorough strategic planning. Provide the consultant with the results of the planning session. Conduct scenario analyses, economic impact assessments of various options, pro-formas of different development ideas, conceptual development plans, etc. Go all the way to Specific Plan if desired.
7. Present consultant report/plan to City Council.
8. Change the City’s regulatory development standards as needed to fit the envisioned development outcomes.
9. Implement recommended next steps.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
4. Undertake actions that stimulate the private sector creation of housing and development
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

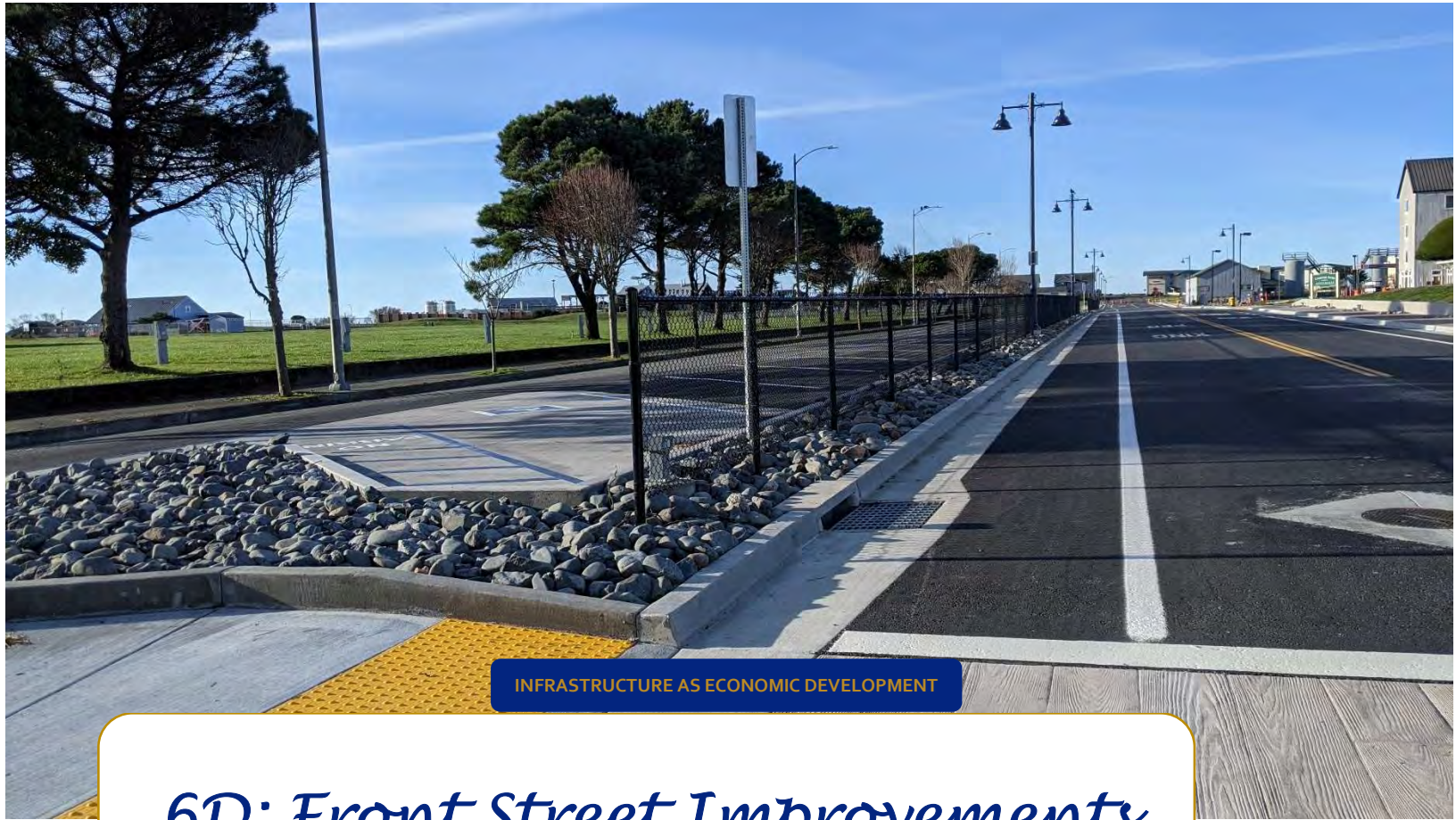
Could be accomplished with staff time and no budget allocation, but would likely require a consultant ranging from \$10,000 to \$50,000.

Who can make this recipe?

- City staff and elected officials

Districts Served

Can be applicable in all districts, but would primarily benefit downtown.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6D: Front Street Improvements

Ingredients

- Existing plans
- New funding

Description

The City has already thoroughly planned out improvements to Front Street. Phase 1 of those improvements was just recently implemented. Now, the City needs to acquire funding to complete Phase 2.

Time Required

TBD

Directions

1. Continue to seek funding sources and/or plan for the funding of Phase 2 of the Front Street Improvements.
2. Try to wrap the construction of Phase 2 in with the funding for the implementation of Beachfront Park Master Plan.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

Downtown District and Public Waterfront District

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INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6E: Beachfront Park Master Plan

Ingredients

- RFP

Time Required

TBD

Description

In 2011 a Planning and Technical Assistance Grant through the Community Development Block Grant (CDBG) program allowed for a series of public meetings to take place that resulted in the Beachfront Park Master Plan approval on December 16, 2013. The Master Plan is a road map to guide future improvements and contains the most favored components of the input discussions; these include a dog park, plaza, amphitheater, basketball, volleyball and other game courts, picnic areas, playing fields, beach access, a disc golf area, and more. This recipe is a placeholder for a plan to completely implement the plan.

Directions

1. Continue to seek funding sources and/or plan for the funding of the entire Master Plan.
2. Try to wrap the implementation of the Plan in with the funding for the implementation of Front Street.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

Downtown District and Public Waterfront District

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INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6F: B Street Pier Strategic Plan

Ingredients

- RFP

Time Required

TBD

Description

The B Street Pier is a major City asset. How could the pier be better utilized, especially in context of the Beachfront Park Master Plan? This recipe is a placeholder to a recipe for the development of a plan.

Directions

1. City staff, partner agencies, and/or consultant to develop step-by-step instructions for this recipe.
2. In developing the steps for this recipe, focus on the City's economic development goals, industry sectors, and districts.
3. Also be sure to emphasize the Underlying Goals that are built into all City efforts (see Economic Development Goals on page 10): poverty reduction, equity and inclusion, health, and youth development.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

Downtown District and Public Waterfront District

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6G: Elk Creek Park Strategic Plan

Ingredients

- Partnerships
- Strategic Planning/Master Planning
- Grant acquisition

Time Required

TBD

Description

The entire undeveloped area between Elk Valley Road and Parkway Drive (shown in the image above) is the lower floodplain of Elk Creek. This area contains remarkable opportunities for ecological restoration, flood protection, and public recreation. The opportunities for recreation are particularly advantageous given its immediate proximity to the heart of Crescent City. It would take less than 7 minutes to walk from City Hall to the marshes at the east end of 3rd Street, where a local or visitor could then access hundreds of acres of open wetland habitats with multiple channels and ponded areas. Even more fortuitous is the fact that the California Department of Fish and Wildlife manages the Elk Creek Wetlands Wildlife Area, which is the 25 acres closest to the City (at the far east end of 3rd Street and 5th Street). The entire watershed was the subject of a recent \$150,000 grant that was used by the Smith River Alliance to fund a Restoration Feasibility Study. This recipe is about building on that study to explore options for an Elk Creek Master Plan or Recreation Plan, which could ultimately lead to land acquisition and construction.

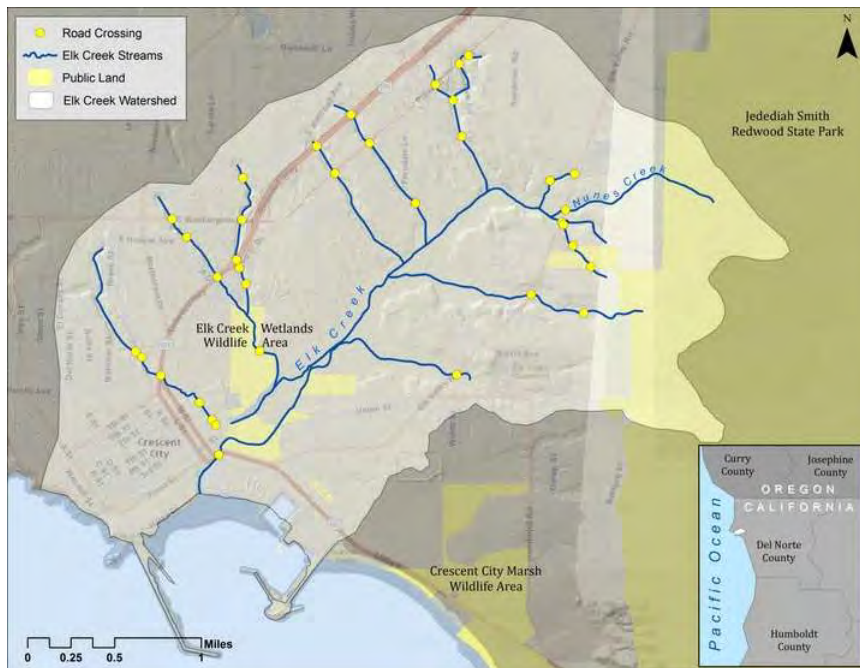
Directions

1. Hold a study session with City Council to envision a trail system starting at the far east end of 5th Street (behind Safeway) and extending for well over two miles into the marshes and looping back around to terminate at the far east end of 3rd Street. The trail system would consist of bridges, interpretive signs, and information about the extensive ecological restoration that has occurred. In some areas kayakers would pass under foot bridges. A bike and kayak rental business would be available throughout the summer. This envisioned Elk Creek Park would be a major eco-tourist destination.
2. Contact the City Manager of the City of Eureka and inquire about the Eureka Waterfront Trail, which includes a substantial trail system through coastal marshes, including at least seven bridges and a nearly 600-foot aluminum walkway elevated over tidally inundated coastal flats (pictured to the right). Ask about funding sources, lessons learned, and recommendations. Make the same inquires of the City Manager of Arcata, which also recently completed trail projects through coastal wetlands.
3. Form a partnership:



ECONOMIC DEVELOPMENT ACTIONS

- a. Contact the Elk Valley Rancheria and other area Tribes to invite them to participate in early planning stages.
 - b. Contact the Smith River Alliance, the California Coastal Conservancy, the Wild Rivers Foundation, and other related organizations to inquire about potential funding sources for a Master Plan, design, permitting, and/or construction. Ask these organizations to participate in the work required to fund a Master Plan.
 - c. Identify and recruit other likely partners, such as the County, Humboldt State University, the Fairgrounds, California Department of Parks and Recreation, and others.
4. Work with the Smith River Alliance and other partners to understand the opportunities for ecological restoration and how those can be coupled with opportunities for new recreation facilities. For instance, portions of the lower watershed are infested with thick patches of the invasive plant reed canary grass. Removal of the grass typically has a temporary environmental impact, which is an ideal time to construct new trails. Ultimately, salmonid restoration could lead to substantial tourism opportunities.
 5. Honor the fact that a substantial portion of the area of interest is currently privately owned. Respect those property owners by asking them to participate in the process.
 6. Acquire the funds to conduct an Elk Creek Park Master Plan. Ensure that the plan includes distinct phases that can be funded and constructed in parts, as well as a phased implementation timeline.
 7. Acquire the funds to design, permit, and construct the various phases of the Master Plan.



Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
2. Create and maintain systems for acquiring and analyzing key economic development data and trends
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown

Budget Required

TBD.

Who can make this recipe?

- City staff
- Coastal Conservancy
- Smith River Alliance
- Wild Rivers Foundation
- Various County Departments
- Humboldt State University
- The Fairgrounds
- California Department of Parks and Recreation
- Consultants

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6H: Parks and Recreation Strategic Master Plan

Ingredients

- TBD

Time Required

TBD

Description

Crescent City maintains and operates more than 45+ acres of developed and undeveloped parkland, including six parks, B Street Pier, the Lighthouse Cove RV Park, the Fred Endert Municipal Pool, and a portion of the California Coastal Trail. The City's Recreation Department also provides year-round recreation programs for all ages and abilities, while also supporting various community events. This recipe is about following the lead of other communities and developing a City-wide Strategic Plan for Parks & Rec.

Directions

1. See the Master Plans of other cities, such as Arcata: <https://www.cityofarcata.org/DocumentCenter/View/5580/Parks-and-Recreation-Master-Plan-2010-PDF?bidId=> and Cave Junction: <https://ivcdo.org/wp-content/uploads/Parks-Rec-Master-Plan.pdf>
2. Acquire grant funds to develop a similar plan for Crescent City. If possible, tie this effort to the next General Plan Update.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City Staff

Budget Required

\$20,000 to \$100,000

Districts Served

All districts

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INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6I: Enhancement of Public Lands Recreation Opportunities

Ingredients

- TBD

Time Required

TBD

Description

If proximity to public lands was a currency, Crescent City would be rich. A review of the Protected Areas Database (<https://maps.usgs.gov/padus/>) shows that at least eight publicly-accessible park lands are within a ten minute drive of Crescent City: Tolowa Dunes State Park (California Department of Parks and Recreation), Point St. George County Park, Crescent City Marsh Wildlife Area (California Department of Fish and Wildlife), Lake Earl Wildlife Area (California Department of Fish and Wildlife), Ruby Van Deventer County Park, Florence Keller County Park, and of course the Redwood State and National Parks. While the last two are well-known and well-marketed, even they could use some more access points. Substantial stretches of the State/National Park are within a stones-throw of City limits, but there are very few nearby official entry points. Imagine the benefits to the City if a few new National Park entry-points were created at the backdoor of Crescent City and then highly marketed. This recipe is about enhancing the recreation opportunities and marketing of nearby public lands.

Directions

1. Form a team:
 - a. Prepare a map showing boundaries and public entry points of each of the above public lands.

ECONOMIC DEVELOPMENT ACTIONS

- b. Convene a meeting of all the public land managers in the region, including the County, California Department of Parks and Recreation, California Department of Fish and Wildlife, National Park Service, Forest Service, US Fish and Wildlife Service, Bureau of Land Management, and others. Be sure to invite Tribal governments. Invite other stakeholders that may be interested, such as the California State Coastal Conservancy, the Smith River Alliance, and others.
 - c. Share the map and request information for planned expansions and improvements to public access points.
 - d. Request ideas from the leadership of each organization to add to this list.
 - e. Discuss opportunities for cross marketing and sharing of materials/resources. Offer to participate in co-branding through written authorization to partner in one another's marketing campaigns and share data, such as statistics and photos.
 - f. Discuss the possibility of a multi-tribal coalition to discuss and explore appropriate ways to discuss, enhance, create, and promote cultural tourism opportunities at each of the sites.
 - g. Offer to write letters of support for the organization's various grant applications.
 - h. Ask if any of the organizations would be willing to host a "Public Lands Celebration Week" in which events, scavenger hunts, and various recreational opportunities are planned for each of the parks.
 - i. Discuss opportunities for youth recreation and youth leadership development programs at each park.
2. Assign a staff member to regularly check in with each of the land management agencies.
 3. Seek and acquire grant funds to enhance public access to the nearby public lands.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City Staff

Budget Required

TBD

Districts Served

All districts



6J: Transportation Expense Pooling

Ingredients

- Shipping/receiving pattern

Time Required

80 to 160 hours of staff time.

Description

There are multiple businesses that ship and receive items in Crescent City. There is potential to save time and money and for businesses to collaborate through transportation/distribution expense pooling. The Pooling concept is where a group of shipments that are bound for the same region that normally would have shipped via Less-Than-Truckload (LTL) carrier are "Pooled" together, or consolidated onto a full trailer or trailers, shipped to key markets, and then deconsolidated to make the final leg of the delivery. The shipments share a ride on a cheaper mode of transportation for the majority of the trip. The concept can be applied at both the origin and the destination of the shipping lane. At the beginning of the trip, it is called Pool Consolidation and at the end it is referred to as Pool Distribution. This recipe explores ways that the City can facilitate options for pooling.

Directions

1. Recruit the County and or the Chamber of Commerce to conduct this analysis County wide.
2. Contact the Eureka Chamber of Commerce to collaborate and determine the successes and failures they experienced in evaluating this same topic.
3. Conduct surveys and/or polls of Crescent City or Del Norte County businesses. Identify businesses that send and receive shipments.

ECONOMIC DEVELOPMENT ACTIONS

4. Have businesses participate in a study to identify shipping/receiving patterns to determine cost saving through transportation/distribution expense pooling.
5. Convene a meeting of businesses that engage in shipping/receiving. Inquire how the City/County can help evaluate this topic.
6. Consider hiring a consultant to assist with the analysis.
7. Identify similar studies/projects conducted in other regions, especially those funded by the EDA and other State/Federal agencies.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff and elected officials

Budget Required

Could be completed entirely by staff, but could be completed by a consultant for \$15,000 to \$65,000

Districts Served

All districts



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6K: Broadband Expansion

Ingredients

- Strategic Telecommunications Plan
- Stakeholder meetings

Time Required

120 to 1,000 hours of staff time

Description

Broadband internet access is absolutely critical to business and economic development. High speed broadband connectivity is needed for education, distance learning, banking, airline reservations and ticketing, hotel reservations, public safety, ATMs, credit card services, and a host of other essential business services. Del Norte County has one fiber optic line coming north from Humboldt County and other lines extending south from Oregon. 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. While the current broad infrastructure is good, further improvements could potentially benefit manufacturing businesses, information technology companies, and healthcare enterprises. Improvements could also lead to the attraction of more internet/technology-based workers and businesses. This recipe is about exploring ways to evaluate and improve the local broadband network.

Directions

1. Review available documents, including:
 - a. 2006 Telecommunications Assessment Plan
 - b. A Tale of Two Rural Broadband Victories (<https://ccrp.humboldt.edu/sites/default/files/humboldt-del-norte-broadband-case-studies.pdf>)
2. Recruit a lead agency:
 - a. Begin by acknowledging that this is a regional issue best led by the County or other entity with a bigger reach. The City can and should be a partner in this effort, but is not likely the best entity to be in the lead.
 - b. Del Norte County is part of the Northeast California Connect Consortium through which the CASF works to distribute grant funds for broadband projects 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.
3. Identify regional shortfalls:
 - a. Many areas of the county are not served at all due to mountainous terrain.
 - b. Much of the Tribal lands are underserved.

- c. The current regional system is not particularly strong in route redundancy and is primarily reliant on a single fiber optic cable bundle running south from the Oregon Coast.
4. Create a strategic plan with the following action items:
 - a. Attract internet commuters. Ensure adequate capacity and redundancy in the broadband network.
 - b. Coordinate with Northeast California Connect Consortium and Redwood Coast Consortium on information resources and funding opportunities for the broadband system.
 - c. 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.
 - d. 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.
 - e. Meet with local broadband service providers to determine the market conditions under which service expansions can be implemented.
 - f. Evaluate the benefits and feasibility of public agency fiber optic networks for transportation and infrastructure monitoring and operation.
 - g. Based on research identifying any local broadband advantages, develop marketing messages for businesses and potential new workers.
 - h. Support legislation that enhances the community's ability to improve on existing broadband infrastructure
 - i. Join Redwood Coast Connect.
 - j. Explore installation of a community center with wifi access.
 - k. Work with College of the Redwoods and Humboldt State University to enhance the amount of digital technology classes and seek educational opportunities remotely.
 - l. Inventory opportunities that require digital infrastructure and make the case to request more service in those areas.
 - m. Work on cost, quality, and access related issues.
5. Continue to work with local and regional stakeholders and the identified task forces to further expand analysis and collaboration of infrastructure options.
6. Continue to work with Oregon Coastal Zone Management Association and other public and private entities to determine linkages and possible areas of collaboration for telecommunications infrastructure improvements and capacity building opportunities.
7. Coordinate with Humboldt County Development Services Department, Curry County telecommunications planning entities, and other public/private entities to determine linkages and possible areas of collaboration for telecommunications infrastructure improvements and capacity building opportunities.
8. Research opportunities for telecommunications & broadband infrastructure improvements.
9. Prepare a comprehensive report with recommendations for a public/private strategy that will: be used as an active framework to immediately stimulate and facilitate advanced telecommunication, redundancy, and bandwidth improvements; strengthen physical and economic linkages with neighboring Curry, Oregon, and Humboldt counties; and provide future economic development opportunities in the entire region.
10. Closely monitor State funding and initiatives. In May of 2021, the Governor proposed a \$7 billion investment over three years to expand broadband infrastructure throughout the State.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development

Budget Required

Could be completed entirely by staff, but could be completed by a consultant for \$20,000 to \$85,000

Who can make this recipe?

- City staff
- County staff
- California Public Utilities Commission of the State of California
- Redwood Coast Connect; Northeast California Connect Consortium; Redwood Coast Consortium; Oregon Coastal Zone Management Association; Citizens Telecommunications Company of California; Frontier Communications; College of the Redwoods; Humboldt State University; Local Broadband Service Providers
- Tribes
- Humboldt County; Curry County

Districts Served

All districts.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6L: Recruit Wind Farms

Ingredients

- TBD

Time Required

TBD

Description

Humboldt County has seen a lot of opportunity in the past few years related to wind farms, some on land and some ocean-based. One project in particular was close to implementation, but was ultimately voted down by the Board of Supervisors. The County lost opportunities for job creation and economic development. Could Del Norte County entice wind power firms to locate a little further north than originally planned? And could the Crescent City Harbor District attract off-shore wind development in the same way that the Humboldt Bay Harbor District seems to be doing? This recipe attempts to find ways to do just that.

Directions

1. Gather information:
 - a. Call the Director of the Humboldt Bay Harbor District. Request information regarding that entity's current off-shore wind project.
 - b. Research other successful and near successful onshore wind projects in the surrounding region.
 - c. As for assistance from the Governor's Office of Economic Development to calculate the potential economic value of a wind project in Del Norte County.
2. Recruit a team:
 - a. Identify other entities that would be better suited to lead this effort, such as the County and the Harbor District.
 - b. Convene a meeting. Share the information gathered and inspire the partners to find ways to recruit wind projects to the County, including direct outreach and marketing campaigns.
3. Initiate Recruitment.
 - a. Determine whether staff can complete this project in-house or whether a consultant will be needed.
 - b. Develop outline of process with scope and budget; draft and release RFP; select and contract with consultant.

4. Conduct initial mapping:
 - a. Identify potential locations for onshore wind projects.
 - b. Contact the owners of the land and discuss the concept with them.
5. Resolutions of support:
 - a. Pass a resolution of support, in which the City Council declares the City's support for future wind project.
 - b. Encourage the County and the Harbor District to pass similar resolutions.
6. Generate marketing materials:
 - a. Work with the partner agencies to create a webpage indicating the interest of the three agencies to recruit wind projects in Del Norte County. Provide online mapping resources.
 - b. Using the above information, generate a flyer or brochure.
 - c. Mail the flyer/brochure to major developers of wind projects throughout the west coast.
7. Consider hiring a marketing or PR consultant to lead a recruitment campaign.
 - a. Develop outline of process with scope and budget.
 - b. Draft and release a request for proposals (RFP).
 - c. Select the consultant per standard City procedures.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff
- County staff
- Consultant (hired by one of the above)
- Bureau of Ocean Energy Management
- Humboldt State University Schatz Energy Research Center

Budget Required

TBD

Districts Served

All districts.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6M: Utility Undergrounding

Ingredients

- Joint Underground Utilities Conversion Planning Committee (UUCPC)
- Conversion Master Plan
- Property-owner/business outreach
- Ordinance

Time Required

240 to 1,000 hours of staff time

Description

Del Norte County is one of the few California regions served by Pacific Power, which is headquartered in Oregon. Undergrounding is the process of converting overhead utility infrastructure to subterranean conducts. Overhead pole-mounted utilities are so common and so ubiquitous that they are sometimes nearly invisible in our collective consciousness. However, there are great advantages to undergrounding projects in which all overhead utilities are placed underground in an entire neighborhood. Of course, the visual improvements are remarkable. And, there is suddenly more room on the sidewalk. And taller buildings become possible. Perhaps even more important, property values tend to go up. Unfortunately, underground distribution lines cost more to build than above ground lines and typically have a longer construction timelines. So, undergrounding typically only occurs in important areas that would benefit from aesthetic improvements, such as Crescent City's downtown. This recipe provides basic instructions for how to begin evaluating utility undergrounding projects.

Directions

1. Ground this concept in reality. To underground all of Downtown would range from \$5M to \$30M.
2. Conduct some self-education regarding CPUC regulations and guidelines: <https://www.cpuc.ca.gov/Rule20/>.
3. Coordination with Pacific Power:
 - a. Request a meeting with Pacific Power, which dominates the above-ground utility infrastructure in the City. Request a meeting to discuss utility undergrounding. Inquire if the organization provides grants to cities, especially for downtowns.
 - b. Ask if it makes sense to develop a Joint Underground Utilities Conversion Planning Committee (UUCPC).
 - c. Map out entire above ground utilities in the City and then designate underground utilities districts (UUD), or sub-areas of the City that could be undergrounded independent of one another.
 - d. Work with Pacific Power and other providers to develop cost estimates undergrounding for each district.
4. Establish utility undergrounding agreement with Pacific Power.

5. Based on the information gathered above, include utility undergrounding projects in the City's Capital Improvement Program.
6. If necessary, establish a general enabling ordinance.
7. Acquire funding to begin undergrounding.
8. Explore the potential of developing a Conversion Master Plan based on a developer fee program (California Government Code § 66000).
9. Develop a Utilities Conversion Plan.
10. Plan into the future. Require all new major subdivisions/developments to underground utilities.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
6. Pursue infrastructure improvements as a form of economic development
8. Focus on efforts to enhance downtown.

Budget Required

TBD

Who can make this recipe?

- City staff
- County staff
- Pacific Power

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6N: New City Hall

Ingredients

- Final design plans
- Financing
- Construction
- City-owned property disposition process

Time Required

80 to 120 hours of staff time

Description

The City has recently explored the possibility of relocating City Hall. A site has been purchased and preliminary plans have been developed. The relocation of City Hall to this new site has several potential benefits, including: the opportunity for enhanced customer service, enhancing downtown with an upgraded civic building, utilization of a currently underutilized city-owned property, filling an existing vacant building, opportunities to utilize the existing City Hall for other uses (such as creating new housing), greater efficiency for staff, better accessibility for the public, and the opportunity to establish a new council chambers (instead of using the Board of Supervisors chambers).

Directions

1. Finalize the process of allocating funding for design plans and construction.
2. Utilize the City's existing financial advisor to analyze and select a financing strategy for the costs of design, construction, and operations against the revenue potential for more efficient operations and the ability to sell the existing site.
3. Release a Request for Proposals for final architectural plans for a design/build process. Select an architect/designer that specializes in producing layouts that emphasize customer service and office building operational efficiency. Explore options for energy efficiency.
4. Plan and implement construction in strategically-planned phases that allow staff to move to the new City Hall with minimal disruption.

ECONOMIC DEVELOPMENT ACTIONS

5. Explore options for re-purposing the existing building that currently serves as City Hall. Options include sale to a private owner, City-owned affordable housing, and leasing the building to a private business or other government entity.
6. Enact City Council Resolution(s) throughout the steps above as needed.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City Staff
- Architect

Budget Required

TBD

Districts Served

Downtown





INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

60: Support Harbor Facilities Improvements and Expansions

Ingredients

- Relationships

Time Required

40 hours of staff time per year

Description

The Crescent City Harbor is an economic development powerhouse in Del Norte County. It is home to many businesses and jobs and a hot spot for visitors. It is also a very complex and expensive resource to maintain. It is in the City's best interest to continue to be a reliable partner to the Harbor District and support their improvement and expansion projects.

Directions

1. Continue to hold 2x2 meetings with two City Council members and two Harbor Board members on a re-occurring basis to discuss common projects and common interests.
2. Remind the Harbor District staff that they can call upon City staff as needed for help, support, and coordination.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff
- Harbor District staff

Budget Required

\$0 (staff time only)

Districts Served

South Gateway

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INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6P: Support Regional Transportation Infrastructure

Ingredients

- Relationships

Time Required

40 to 120 hours per year

Description

While the majority of the transportation network in the County is beyond the jurisdictional influence of the City, the residents and business of the City rely on the transportation systems of the greater region on a daily basis. Therefore, it is important to acknowledge that City staff time is inevitably going to be consumed by supporting regional transportation infrastructure planning and projects.

Directions

1. Continue to participate in transportation funding and coordination meetings with Caltrans, the County, the Tribes, the Del Norte Local Transportation Commission, and others.
2. Participate in the planning of large projects of great important to the overall success of the City, such as Last Chance Grade.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff
- Caltrans
- County
- Del Norte Local Transportation Commission

Budget Required

\$0 (staff time only)

Districts Served

South Gateway

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INFRASTRUCTURE AS ECONOMIC DEVELOPMENT

6Q: Enhancements to Pedestrian and Bicycle Infrastructure

Ingredients

- Relationships

Time Required

TBD.

Description

Empirical research consistently shows that a robust bicycle and pedestrian network provides significant economic value to a region. Benefits include increased jobs, spending, tourism, and a decrease in accidents. Property values and retail sales volumes are consistently higher in areas with quality non-motorized transportation systems. In addition, walking and bicycling are affordable forms of transportation and therefore provide an economic boost at all income levels. The City recognizes this economic value of bike/ped infrastructure and has consistently invested accordingly. And, the city has plans for enhancing the network. This recipe is a reminder to continue the City's great work, especially with the context of economic value of bicycle and pedestrian networks.

Directions

1. Review literature that demonstrates the economic value of bicycle and pedestrian networks, such as:
 - a. Economic Benefits of Activity-Friendly Routes to Everyday Destinations: <https://smartgrowthamerica.org/wp-content/uploads/2020/11/routes-to-destinations-economic-benefits.pdf>

ECONOMIC DEVELOPMENT ACTIONS

- b. The Economic Benefits of Bicycle Infrastructure: <https://www.advocacyadvance.org/the-economic-benefits-of-bicycle-infrastructure/>
- c. New Hampshire DOT Statewide Pedestrian & Bicycle Transportation Plan and Economic Impact Study
- d. Economic and Health Benefits of Bicycling and Walking State of Colorado: <https://www.codot.gov/programs/bikeped/building-a-bike-ped-friendly-community/bike-walk-study/assets/report-economic-and-health-benefits-of-bicycling-and-walking-in-colorado-2016-report>
- e. The economic value of walkable neighborhoods
- f. Economic Impacts Of Bicycle And Pedestrian Street Improvements: <https://wsd-pfb-sparkinfluence.s3.amazonaws.com/uploads/2020/03/Economic-Impacts-of-Street-Improvements-summary-report.pdf>
- g. The Economic Benefits of Bicycle Infrastructure Investments: <https://www.aarp.org/content/dam/aarp/livable-communities/old-learn/transportation/economic-benefits-bicycle-infrastructure-report.pdf>
2. Review the “2017 Del Norte Active Transportation Plan”: <http://www.dnltc.org/planning>
 - a. Continue to seek funding to implement the recommended projects of the plan (see page 50 of the Active Transportation Plan), such as Front Street pedestrian improvements, Glenn Street sidewalk improvements, Sunset Circle Coastal Trail, Coast to Caves Trailway, Elk Valley Connector Trail, Hobbs Wall Trail, and others.
 - b. Continue to prioritize and invest in Safe Routes to Schools projects (see page 38 of the Plan).
 - c. Also continue to prioritize and invest in Bicycle and Pedestrian Safety, Education, and Encouragement Programs (see page 14 of the Plan).
3. Continue to participate in transportation funding and coordination meetings with Caltrans, the County, the Tribes, the Del Norte Local Transportation Commission, and others.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
6. Pursue infrastructure improvements as a form of economic development

Who can make this recipe?

- City staff
- Caltrans
- County
- Del Norte Local Transportation Commission

Budget Required

TBD

Districts Served

All districts.

SECTION 7: BEAUTIFICATION AND TOURISM ATTRACTION

Summary

Tourism is among the most important industry sectors in Crescent City, providing up to 20% of the total employment in the City. Curb appeal and beautification efforts are critical to the expansion of the tourism industry. Strategic beautification efforts can also play a key role in creating unique and vibrant areas for residents and visitors. This section includes projects that explore ways to expand tourism, arts and culture, and celebrating the beauty of Crescent City.

Challenges and the Sources of Challenges

Limited staff time and limited City funding will continue to be a challenge that will need to be overcome. Beautification can be expensive and time consuming, but can also provide a solid return on investment. The challenge is that you have to spend money to make money. And, even when beautification projects are initiated, it could be years before clear on-the-ground results are realized. In addition, there are a lot of diverse stakeholders, business owners, and governmental entities that all need to be on the same page for maximum effect. Like “infrastructure as economic development,” beautification is inherently a chicken-and-egg challenge. Beautification projects need funds derived from tourism-based revenues, but the tourism industry is more successful with great curb appeal. To think of it another way, it will be difficult to grow the tourism industry without beautification projects, but beautification projects are easier to fund with growth in the tourism industry. They each need the other to grow.

Vision of the Future

Crescent City envisions a vibrant, beautiful city with pristine streets and sidewalks, well-maintained buildings, and an active arts and culture community. The arts will be one of the immediate ways the City moves forward in beautification and tourism attraction. Community inspiration will be combined with the disciplined pursuit of results to successful strategic planning in beautification and tourism attraction. Community creativity will be converted into beautification that revitalizes Crescent City and balances limited resources with the motivation to work together for a better future.

Section 7 Recipes

- Recipe 7A: Strategic Arts Plan
- Recipe 7B: Recruit Cruise Ships and Tour Buses
- Recipe 7C: Tourism Marketing
- Recipe 7D: Attract More Day Visitors
- Recipe 7E: Brownfields Grants
- Recipe 7F: Custom City Brand
- Recipe 7G: Hotel Capacity and Occupancy Analysis
- Recipe 7H: Attract Modern High-End Hotel
- Recipe 7I: Annual Crescent City Ocean Warrior Award
- Recipe 7J: Crescent Summer Scavenger Hunt
- Recipe 7K: Lead the Creation of Regional Events
- Recipe 7L: North Coast Rain Festival
- Recipe 7M: Stimulate More Local Events
- Recipe 7N: Utility Box Program
- Recipe 7O: Lighthouse Cove RV Park
- Recipe 7P: Wayfinding Signage Expansion
- Recipe 7R: Collaboration with Airport
- Recipe 7S: Performing Arts Center
- Recipe 7T: Fountain Plaza and 3rd Street Alley
- Recipe 7U: Crescent City Redwood Canopy Walk
- Recipe 7V: Music and Arts Capital

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BEAUTIFICATION AND TOURISM ATTRACTION

7A: Strategic Arts Plan

Ingredients

- City of Crescent City point person
- Artists
- Businesses
- Nonprofits
- Residents
- Schools
- Social media and Technology
- Private property owners

Description

A thriving arts and culture industry is a sign of thriving community that values and promotes a healthy and vigorous quality of life. A community's level of arts and culture is also a sign of its economic health. Art adds meaning to our communities and neighborhoods and reflects who we are and what we like to surround ourselves with. In addition, places with an active and dynamic cultural scene are more attractive to individuals and businesses seeking new places to relocate to. Public art can play a key factor in transforming public places and creating unique and vibrant destinations for residents and visitors. The arts and culture industries also provide good jobs. So, with all of these potential benefits, it makes sense to strategically plan for the development and expansion of the arts and culture industries. This recipe provide instructions for how to develop a strategic plan.

Time Required

200 to 1,000 hours of staff time

Directions

1. Ask for help and inspiration from other Cities:
 - a. In 2018, the City of Eureka completed a very successful Strategic Arts Plan, which led to a wave of beautification projects. Call Eureka and ask for advice and ideas for how to do the same for Crescent City.
<https://www.eurekart.org/>
 - b. In mid 2021, the City of Arcata is actively working on the very ambitious "Arcata Strategic Arts Plan" (ASAP) (<https://www.cityofarcata.org/945/Arcata-Strategic-Arts-Plan>). Contact staff from Arcata and ask them for lessons learned and new ideas.
 - c. Acquire examples from the above communities that they used as inspiration, such as:
 - i. <https://www.santamonica.gov/arts/go-see-art>.
 - ii. <https://www.cityofsantacruz.com/government/city-departments/economic-development/city-arts>
 - iii. Raleigh, NC: <https://raleighnc.gov/projects/public-art-plan>
 - iv. Pasadena: <https://www.cityofpasadena.net/planning/arts-and-cultural-affairs/>
 - v. San Diego: <https://www.sandiego.gov/sites/default/files/legacy/arts-culture/pdf/pubartmasterplan.pdf>
2. Initiate SAP Planning Process.
 - a. Reviewing sample documents from other communities, develop an outline of what Crescent City would like in its own plan.
 - b. Determine whether staff can complete strategic arts plan in-house or whether a consultant will be needed.
 - c. Develop outline of planning process with scope and budget; prepare staff recommendation to council.
 - d. Introduce Strategic Arts Plan process/scope to City Council; obtain feedback and direction initiating project; request council participation on SAP stakeholder groups.
 - e. Conduct Stakeholder Interviews. Conduct stakeholder interviews with City Council and interested partners to introduce SAP and identify priority projects.

- f. Ask what projects they would like to see in Crescent City? What's missing?
- g. Compile feedback from the interviews creating an initial project list.
- h. Complete a second round of interviews to prioritize projects. Ask participants how they would prioritize this list of art projects?
- i. Identify projects that are feasible and then vote on them (more realistic with resources). Vote on project ideas in focus groups. Give people crescent city bucks to choose.
3. Call to Artists. Complete a "Call to Artists" to submit ideas/art pieces based on interview results to create a catalogue. This way, the community has an active part in creating the art showcased in the Strategic Arts Plan.
4. Project Implementation. Categorize on-going projects that will reoccur on an annual or biennial basis and have no definitive end
 - a. Categorize Phase 1 Projects-to be completed within one year
 - b. Categorize Phase 2 Projects-to be completed within five years
 - c. Categorize Phase 3 Projects-to be completed outside five-year timeline
 - d. Categorize Phase 4 Projects-to be revisited during SAP annual update
5. Call to partners. Each participating partner will partner with the city to lead implementation of a project.
 - a. Create implementation tracker with the project phase/priority, project name, party responsible for planning, and party responsible for implementation.
 - b. Identify cost estimates, funding, and permitting processes.
6. Annually update City Council on progress of SAP projects

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown
9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers
- California Arts Council
- City of Eureka
- Humboldt Arts Council
- Wild Rivers Coast
- Chamber of Commerce
- California Redwood Arts Association
- Del Norte County Visitor Center
- Crescent Harbor Gallery
- End of the Trail Museum
- Gallery of Arts and Culture
- Redwood Mural Society
- Del Norte Association for Cultural Awareness
- Pride in Community
- Del Norte-Curry Community Concert Association
- Millsong Mercantile
- Wild Rivers Symphony
- Pacific Music Guild
- Del Norte High Music
- Del Norte Community Arts Calendar
- Del Norte Arts Coalition
- Del Norte Nonprofit Alliance
- Redwood Sightseeing Tours
- Downtown Divas

Budget Required

Staff time only or \$10,000 to \$30,000 of staff time

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



BEAUTIFICATION AND TOURISM ATTRACTION

7B: Recruit Cruise Ships and Tour Buses

Ingredients

- TBD

Time Required

TBD

Description

Attracting cruise ships to Crescent City is clearly appealing to the City's tourism industry. Astoria Oregon is just slightly larger than Crescent City and is scheduled to receive 29 cruise ships in the year of 2022. Crescent City does not have the same natural or built infrastructure as Astoria, but it may be possible to attract and receive some limited cruise ships. On a smaller scale, but potentially more realistic, is attracting tour buses. This recipe suggests exploring these concepts.

Directions

1. Cruise ships:
 - a. Work with the Harbor District and the County to revisit the topic of attracting cruise ships.
 - b. Revive past studies to evaluate the infrastructure projects that would be required.
 - c. Work with the marketing consultant already under contract with the City/County/Chamber. Ask for help exploring the best ways to recruit cruise ship companies.
 - d. Consider hiring a consultant that specializes in the recruitment of cruise ships.
 - e. Contact cruise ship companies and survey their interests and needs. What would it take for them to make Crescent City a new "port of call?"
 - f. Target cruise companies that specialize in "repositioning cruises" or one-way itineraries that bring a ship from Alaska to San Diego (or vice versa) when a cruise season ends and another begins. This is the shoulder season for Crescent City and therefore a very advantageous time to attract visitors.
 - g. Work with companies to explore ways to enhance the shore excursion that are offered in the City. A shore excursion is a tour or guided activity that passengers take part in while ashore. The more of these available, the more the City will be appealing to cruise lines.
 - h. Explore the possibility of appealing to a nature-oriented "theme cruise."
 - i. Explore creative alternatives to big expensive infrastructure projects. For instance, could small cruise ships use tenders, or small boats, to transport passengers from the ship to shore. Are there other ways for passengers to disembark without massive docking infrastructure?

- j. Send staff to cruise ship trade shows, the biggest of which are in Seattle and Miami. These are excellent opportunities to learn about cruise ship companies and what they want, ideas for infrastructure improvements, and other best practices.
- k. Explore outrageous infrastructure projects, such as a cruise ship pier, which would likely cost tens of millions of dollars. See image to the right. Would the State or Federal government fund such a project? Or perhaps this could be funded by a coalition of cruise ship companies? Dream big.
- l. In early 2021, the Governor included in his annual budget a proposal for \$250 million to allocate to California ports to address revenue impacts as a result of the pandemic, especially resulting from loss of tourism. Could this money be used to upgrade the Harbor's facilities in order to recruit cruise ships?



- 2. Tour buses:
 - a. Revive past efforts to research and evaluate the possibility of recruiting tour buses directly to Crescent City.
 - b. Work with the marketing consultant already under contract with the City/County/Chamber. Ask for help exploring the best ways to recruit tour buses.
 - c. Evaluate infrastructure shortfalls, such as fueling stations that can accommodate big buses, parking areas, and easy-to-access things to do.
- 3. Consider hiring a consultant to evaluate these topics and prepare a feasibility report for the City.

Which goals are addressed?

- 1. Build an internal economic development team and establish strong economic development community partnerships
- 5. Establish programs that retain, attract, and create jobs
- 7. Invest in beautification and tourism attraction
- 8. Focus on efforts to enhance downtown

Budget Required

TBD

Who can make this recipe?

- See recipe 7A

Districts Served

Can be applicable in all districts.



BEAUTIFICATION AND TOURISM ATTRACTION

7C: Tourism Marketing

Ingredients

- Marketing Materials

Time Required

40 to 80 hours of staff time per year

Description

The purpose of tourism marketing is to draw attention to the City/County and influence travelers to choose our town as a destination over other destinations. Many modern tourism marketing strategies make use of the internet, with websites, online adverts, email, and social media platforms often playing a key role. The City already partners with the County and the Chamber of Commerce to invest in tourism marketing, which has resulted in a high quality website and a number of marketing initiatives. Should the City invest more? Should a new initiative be launched? This recipe is about building upon current efforts.

Directions

1. Ask the City's current marketing consultant (managed by the Chamber of Commerce) about the trends and best practices from other communities.
 - a. How much do most communities with healthy tourism industries spend per capita?
 - b. What are other communities doing that Del Norte is not doing? What would the marketing consultant be able to do with an expanded budget?
2. Ask tough questions:
 - a. Be willing to accept that the answer to each of these "tough questions" might be "the current system is perfect and nothing needs to change." Asking these questions does not necessarily mean that something is wrong.
 - b. Are the City and County contributing an equitable share towards regional tourism marketing? Should the County be contributing more? Should the formula used to determine the cost sharing agreement be revisited?
 - c. Are the current marketing efforts keeping up with modern trends? Should the City/County's marketing efforts shift to a new cutting-edge form of marketing? Is the current management of the consultant based on old thinking that

- is holding back the creative potential of the consultant? If permitted to do so, would the current marketing consultant do something different than what is currently being done?
- d. What forms of measurements are being used to evaluate the success of the current marketing efforts? Are these the right metrics? What specifically does the City expect from its investment and are those expectations being met?
 - e. Is marketing the best way to spend funds? Could the City divert its investment for a few years to make physical improvements? The City of Arcata does not invest at all into tourism marketing, while the City of Eureka has heavily invested for decades. Conduct some interviews between the two communities and determine if there is a notable different in the outcomes of these two strategies.
3. Identify opportunities for increasing funds to invest in tourism marketing.
 - a. Work with the County and/or local hotel owners to evaluate the feasibility of a Tourism Business Improvement District (TBID) as a means to increase revenues available for marketing and infrastructure improvements.
 - b. Consider increasing the TOT tax rates to increase revenues directly targeted at enhanced marketing. The current rate in Crescent City is 10%. For some communities in California, the rate is 14%. The City could theoretically increase it's TOT revenue by 40%.
 - c. Research other means that other communities use to fund tourism marketing.
 4. Recruit more partners to contribute to marketing efforts.
 - a. Coordinate with Tribal Leaders (DNATL) on marketing and tourism attraction opportunities. See recipes under Section 1 regarding sensitive conversations about cultural appropriation and tourism.
 - b. Inquire if any of the following agencies could contribute (either financially or in other ways) to marketing efforts: California Department of Parks and Recreation, California Department of Fish and Wildlife, National Park Service, Forest Service, US Fish and Wildlife Service, Bureau of Land Management.
 - c. Find ways to more directly promote the scenic and recreation assets and attractions of the City and County, including the National and State Redwoods Parks, Klamath River, Smith River, County parks and campgrounds, Beachfront Park, and others. Work with regional partners, the State and National Parks, adjacent Counties, and other municipalities to bundle Crescent City events with other regional events. Allocate funding to print brochures supplementing the promotion of the National and State Redwood Parks and other city/county attractions.
 - d. Promote Crescent City's Sister City relationship with Rikuzentakata. Ask the leaders of Rikuzentakata if they would be willing to participate in a cooperative marketing campaign to one another's populations.
 - e. Request a joint meeting between the tourism marketing firms servicing nearby communities, such as Eureka.
 5. Other ideas:
 - a. Co-sponsor an annual "Tourist Attraction" workshop with County, Chamber, and others. Identify ways to attract more tourists and extend the time tourists stay. Include lodging facilities owners and operators, tourists business such as restaurants and retailers, and neighboring jurisdictions. Focus on image and theme. If necessary, fund workshop with TOT funds (at least in part).
 - b. Conduct an ongoing review of promotional materials.
 - c. Request from the marketing consultant an annual review of trends in tourism and their relationship to Del Norte County.
 - d. Produce a comprehensive regional arts/culture calendar.
 - e. Reflect greater diversity in the marketing of the city and city-sponsored events by creating a resource of media (photographs and b-roll footage) that more accurately reflect diverse families.
 6. Proceed with current successes. Continue to promote Crescent City and Del Norte County as a North Coast visitor hub for adventure and tourism, with access to the ocean, rivers, forests, and mountains. Work towards also promoting local architecture, history, dining, arts, and entertainment as those evolve.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Budget Required

TBD

Who can make this recipe?

- City staff; Chamber of Commerce; County staff
- Business associations (e.g. Downtown Divas)
- Consultant
- Area Tribes

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.



BEAUTIFICATION AND TOURISM ATTRACTION

7D: Attract More Day Visitors

Ingredients

- Marketing Materials
- RFP

Time Required

TBD.

Description

Approximately 100,000 people live within a two-hour drive radius of Crescent City. While the City and County work together to jointly market to potential visitors and tourists, little effort is directly invested into recruiting more day visitors from nearby communities. This makes sense since visitors from further away stay in hotels, thereby generating TOT revenue that can be re-invested back into tourism marketing. Visitors from nearby communities (day visitors) on the other hand have the ability to simply drop by for the day and avoid the cost of a hotel. Thus, there is less incentive to market to these nearby communities. Yet, there are still advantages to attracting day visitors. They eat in Crescent City restaurants and shop in downtown stores. In addition, activity attracts more activity. Visitors from far away will find Crescent City more appealing if it is active and full of people. So, every visitor helps build a sense of a popular destination. Day visitors can also turn into weekend visitors, especially in the shoulder season and off-season. This recipe explores ways to market to residents within a two or three-hour drive radius.

Description

1. Hold a workshop with the City's current marketing consultant (managed by the Chamber of Commerce):
 - a. Explore ideas for increasing marketing activities directed at residents within a two or three-hour driving radius.
 - b. Evaluate the feasibility and costs of running ads and boosting social media in nearby communities.
 - c. Generate new marketing efforts on expanding people's thinking about how they define a "staycation."

ECONOMIC DEVELOPMENT ACTIONS

- d. Ask the City's marketing consultant to call the staff of nearby population centers to determine if they would like to explore mutually-beneficial cross-marketing campaigns to one another's populations. Would Ferndale promote day-trips to Crescent City if Crescent City reciprocated?
 - e. Explore the establishment of an alternate brand identity for marketing to the nearby region. Residents of Arcata have easy access to the ocean and to redwoods, so it doesn't make sense to promote "Where the Redwoods meet the Sea" in Arcata. So what does Crescent City have that would appeal to Arcatans (or other nearby residents)? Consider the aquarium, fishing charter boats, the lighthouses, and local events.
 - f. Inquire about conducting research about the perspective of nearby residents about Crescent City. What types of events would appeal to them? What is preventing them from visiting the City?
 - g. Identify strategies for demographic data gathering and analysis; how data will be updated; and how data collected will be utilized.
 - h. Develop metrics to annually measure success for this task.
2. Create and fund some day-visitor micro-marketing-campaigns:
 - a. Each micro-marketing-campaign could cost as little as \$500 for social media content and boosting.
 - b. Micro-campaigns could include:
 - i. "Escape the fires" or "Escape the heat" targeted at residents in the Redding area.
 - ii. Aquarium day trip
 - iii. Surf south beach day trip
 - iv. Casino day trip
 - v. Trees of Mystery day trip
 - vi. etc

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Budget Required

TBD

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Area Tribes

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Downtown East districts.





BEAUTIFICATION AND TOURISM ATTRACTION

7E: Brownfield Grants

Ingredients

- Grant Application
- RFQ
- Community Outreach

Time Required

TBD

Description

A brownfield is a property hindered by the presence or potential presence of a hazardous substance, pollutant, or contaminant. The federal government has consistently funded efforts of local governments to clean up brownfields. There are a few potential brownfield sites in Crescent City, the most prominent of which is the Mcnamara and Peepe Sawmill site at 1607 5th Street, which is on the far east end of 5th Street behind Safeway. Cleaning up and reinvesting in these properties increases local tax bases, facilitates job growth, utilizes existing infrastructure, takes development pressures off undeveloped, open land, and both improves and protects the environment.

Directions

1. Review the EPA FY21 Guidelines for Brownfield Cleanup Grants (<https://www.epa.gov/sites/production/files/2020-08/documents/epa-olem-oblr-20-07.pdf>).
2. Determine if acquiring such grants would be more likely if the City or County purchased the contaminated sites. If so, explore options for acquiring the properties.
3. Apply for EPA grants and secure funding. There are some consultants that will do all the work of applying for the grant if they are permitted to conduct the cleanup planning work.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
4. Undertake actions that stimulate the private sector creation of housing and development
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown

Budget Required

TBD.

Who can make this recipe?

- City staff
- County
- Consultant (hired by one of the above)

Districts Served

Downtown East district

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BEAUTIFICATION AND TOURISM ATTRACTION

7F: Custom City Brand

Ingredients

- Marketing Materials

Time Required

TBD.

Description

While the City has a very successful partnership with the County and Chamber to engage in collective marketing, the City itself does not have a specific standalone "brand." There are noteworthy factors about the City that have not yet been fully translated into a recognizable and widely appreciated brand image. A brand is an easily comprehended positioning statement that captures the essence of a product or place in a way that sticks in potential customers' minds. Such a brand could be used for more than just attracting tourists. For instance, the brand could be used to attract technology-based and innovation companies to the City. Crescent City has the opportunity to brand itself in ways that can be utilized in ongoing marketing programs.

Directions

1. Brand Development.
 - a. Think of "the City's brand" separate from the "VisitDelNorteCounty brand." There is room for both. In fact, there may be a significant advantage to have two standalone brands that serve different purposes.
 - b. Form stakeholder group.
 - c. Be motivated to create a fresh new brand that is not your standard "institutional" city brand that looks and feels "governmental." For inspiration, see what Grants Pass Oregon has done: <https://www.grantspassoregon.gov/>.
 - d. Build on the City's current wayfinding efforts.

ECONOMIC DEVELOPMENT ACTIONS

- e. Hold meeting to explore ideas for a brand specific to the City, including a tag line, and a positioning statement that corresponds to the image. Consider something that speaks directly to the quality of the City and not just its proximity to other attractions. For instance, "Where the Redwoods meets the Sea" says nothing about Crescent City. Does the City have nice places to eat? Is there a night life? Are there things to do with children? Are there nice places to stay? For instance, Indio California is "The City of Festivals," which in just four words tells you that the City is a fun place to be. On the other hand, Merced California is "The Gateway to Yosemite," which in four words gives the impression that Merced is nearby a major attraction but might not have anything else going for it.
 - f. Consider topic-specific tag lines for recruiting new businesses. Consider hiring a firm that specializes in branding and image development, and development of marketing campaigns.
 - g. Consider specific promotional categories: Arts and Culture, Outdoor Recreation, History and Architecture, and Beachfront Park categories.
 - h. In line with the recipes in Section 5, consider branding aimed at recruiting businesses and new residents to relocated to Crescent City. Consider tag lines such as "Life is Good" or "Living Easy" or other statements that speak to the City's quality of life.
2. Assure that the City has the substance to support its image, including website, promotional materials, and available sites and buildings.
 - a. Develop a marketing program that contains the brand image, including hardcopy promotional material and website content.
 - b. Have the data needed to support the brand image, including data on research conducted in the city and area by universities, private sector and government; employer lists, available sites and buildings for operations, company profiles, statistical indicators.
 - c. Conduct an awareness campaign about the City's new brand and role.
 - d. Send email to site consultants announcing new brand and background on Crescent City's advantages, kickoff promotional campaign; possibly including a public relations effort; and send press release.
 - e. Send out periodic email notices to site selectors updating them on development in greater Crescent City.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff
- Chamber of Commerce

Budget Required

TBD.

Districts Served

Can be applicable in all districts



BEAUTIFICATION AND TOURISM ATTRACTION

7G: Hotel Capacity and Occupancy Analysis

Ingredients

- STR Report
- Recruitment Materials

Time Required

TBD.

Description

Relative to all other types of businesses, hotels are a disproportionately valuable business sector. They bring leisure visitors and businesspeople to the community. They also provide visitors with a home base for their adventures. Hotels can generate sales for nearby retail and service businesses and capture tourism dollars in the community. Hotels also generate significant tax revenues while creating jobs for local residents. According to Visit California, in 2019 23% of all taxable sales generated in Del Norte County came from the travel industry. Given the value of hotels, this recipe is about evaluating the health and potential for expansion of the local lodging industry.

Directions

1. Gather and analyze existing tourism-related data:
 - a. Go to the Visit California website: <https://industry.visitcalifornia.com/>
 - b. Create an official city account to access all the data produced by visit California.

ECONOMIC DEVELOPMENT ACTIONS

- c. Download the "California Travel Impacts Report 2010-2018". Go to page 113 to see a nine-year trend analysis of TOT revenue for both Del Norte County and Crescent City, which shows a steady growth of TOT over that period of time. For context, Crescent City generates nearly the same amount of TOT as the City of Arcata but with only 1/3 of the total population.
 - d. Download the "2020 The Economic Impact of Travel by County" report.
2. Acquire a "STR" Report, which could about \$1,000 for a comprehensive analysis of hotel trends in the region (<https://str.com/>).
3. Conduct interviews with area hotel operators to review the above data with them. Ask for information about their overall health, occupancy rates, and potential for expansion.
 - a. Performance can be measured in terms of occupancy percent and average daily room rate.
 - b. $\text{Occupancy Percent} = \text{number of rooms sold} / \text{number of rooms available}$.
 - c. $\text{Average Daily Room Rate} = \text{total room revenue} / \text{number of rooms sold}$.
4. Evaluate if the Crescent City lodging market is fully diversified in terms of service, price, types of rooms, recreation amenities, occupancy levels, franchise affiliation, ratings in travel guides, and other factors.
5. Does it make sense for Crescent City to recruit another hotel? For instance, are any hotels approaching 100% occupancy at any point in the year? Or, is there an underserved market (such as price level)?
6. If recruiting a new hotel makes sense, see recipes under section 5 for recruitment strategies.

Which goals are addressed?

2. Create and maintain systems for acquiring and analyzing key economic development data and trends
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff
- Chamber of Commerce
- County staff
- Consultant

Budget Required

TBD.

Districts Served

Can be applicable in all districts.

7H: Attract Modern High-End Hotel

Ingredients

- Identification of target entities
- Call sample of entities to identify most appealing draws of Crescent City
- Pre-prepared letter from Mayor and City Manager
- Marketing materials

Description

See the previous recipe. If analysis indicates that it makes sense to recruit a modern high-end hotel, then proceed with this recipe. By attracting a modern high-end hotel, more opportunities will be available to travelers driving by on Highway 101 and travelers planning a trip centered around Crescent City.

Time Required

TBD.

Directions

1. Per the recipe above, does it make sense for Crescent City to recruit another hotel?
 - a. For instance, are any hotels approaching 100% occupancy at any point in the year?
 - b. Is there an underserved market (such as price level)?
 - c. Could the City benefit from a very high-end expensive hotel or resort without harming the existing hotels?
 - d. Could the City attract a specialized boutique hotel, such as McMenamins (<https://www.mcmenamins.com/stay>) that specializes in being a destination into itself? Other examples include The Jupiter (<https://jupiterhotel.com/>), Explora (<https://www.explora.com/>), Ace Hotels (<https://www.acehotel.com/>), and others.

ECONOMIC DEVELOPMENT ACTIONS

- e. Would there be benefit in attracting a large flag hotel, such as a Marriott or Hyatt? This would likely impact existing local hotels, but it is also very likely that such a facility would attract new visitors that would not otherwise come to Crescent City under current conditions.
2. Initiate Recruitment.
 - a. Determine whether staff can complete this project in-house or whether a consultant will be needed.
 - b. Review potential sites. Start with City-owned properties. Work with private property owners if there are highly qualified privately-owned parcels.
 - c. Draft and release a Request for Proposals seeking hotel development of key properties. Define exactly what the City envisions.
 - d. Create marketing materials, such as real estate information, a stock letter from the Mayor, an "About Crescent City" packet, pamphlets, and/or "Locate your Hotel in Crescent City" materials.
3. Recruitment.
 - a. Identify candidate entities-private hotel companies: Marriott, Hyatt, McMenamins, etc.
 - b. City Manager customizes letter to each entity asking them to consider locating their hotel in Crescent City.
 - c. Print and sign pre-prepared letters; attach pre-prepared marketing materials; mail to target entities (with pre-prepared address labels); and conduct follow up calls one week later.
 - d. Be prepared to change zoning regulations to allow for larger buildings.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
3. Simplify and streamline regulations to stimulate and ease economic development activities
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown

Budget Required

TBD.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Consultant (hired by one of the above)

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Gateway districts.

Recipe 7I: Annual Crescent City Ocean Warrior Award

Ingredients

- Team
- Marketing

Time Required

160 to 500 hours of staff time

Description

This recipe could be seen as a shameless attempt to capture national attention with a marketing gimmick. Or, maybe it is a genuine celebration of the City's values and an attempt to promote the City's ideals. Maybe it can be both at the same time. This recipe is about creating a new publicity event that targets an international audience (while also throwing a killer party).

Directions

1. Define the program, outline the project objectives, and create a definition of an "ocean warrior." For instance, "an Ocean Warrior is a person that fights on behalf the ocean or that makes some notable contribution to the protection of the world's oceans." Based on this definition, Crescent City will provide awards to various levels of "Ocean Warriors" and then hold an awards ceremony event to issue the awards, celebrate the winners, celebrate the ocean, and hold a big community event. The most prestigious level of the award will be issued to a well-known scientist or global celebrity. For instance, in early 2021, Leonardo DiCaprio gave a \$3 million grant to Oceana, an international ocean conservation organization. Crescent City could issue the "Ocean Warrior Award" to him and then invite him to receive the award during the City's award ceremony. Even if he didn't show up in person to receive the award, the effort could receive international media attention.
2. Create several award categories of varying scope, such as:
 - a. Del Norte High School Ocean Warrior (select a currently-enrolled or recently graduated student)
 - b. North Coast Ocean Warrior (this goes to someone from the local region, such as a Graduate Student at HSU)
 - c. California Ocean Warrior (this goes to someone from California; target a big name)

- d. National Ocean Warrior (target a really big name, such as George Clooney)
- e. International Ocean Warrior (target a very ambitious name, such as Sir David Attenborough or Greta Thunberg)
3. Create an award panel. While this should consist of mostly local people, this is also an opportunity to be ambitious. Try to recruit some big names. At the very least, ask State Senators and Assemblymembers. The award panel should evaluate possible candidates for each of the selected categories.
4. Create an award ceremony (try to get all costs covered by local business sponsors):
 - a. Create a website to organize, support, and market the event.
 - b. Issue a press release in late May announcing the winners of each award category.
 - c. Invite the winner of each category to attend the upcoming award ceremony, which will occur in late August.
 - d. Locate ceremony at Brother Jonathan Park or Beachfront Park or another location with a view of the ocean. Maybe in the open area south of Ocean World? Ensure that the ceremony includes music, food, and an ocean-themed party. Consider showing ocean-related movies. Make it a big, fun event with lots of things to do.
 - e. Provide a platform for each recipient to give a speech.
5. Award benefits (granted to each of the four winners) (try to get all costs covered by local business sponsors):
 - a. Ocean-themed trophy or glass sculpture (made in Crescent City; pay the artist up to \$250 per trophy; total of \$1,000; try to get cost covered by local business).
 - b. Two-night stay in CC hotel or vacation rental (get hotel owners to donate for the free publicity; make it competitive to determine which hotels will provide the free rooms).
 - c. Free meals in Crescent City restaurants for 3 days (get restaurant owners to donate for the free publicity; make it competitive to determine which restaurants will provide the free meals).
 - d. Boat tour (donated by Harbor District?).
 - e. Facilitated hike through Redwood National Park (hosted by Mayor and/or another prominent figure).
 - f. \$1,000 donation to ocean-related charity of choice (total of \$4,000; try to get cost covered by local business sponsors).
6. Encourage local businesses to participate in their own unique and creative ways. Restaurants can have ocean related drink specials (such as a "Shark Attack Cosmo" or a "Octopus Manhattan" or a "Crabby Mary."
7. Focus on the benefits that such an event could create, such as: the advancement of the City's values and promotion of global ocean preservation, local pride, publicity and recognition, attraction of visitors and tourists, an increase in sales tax and TOT, good relations with the Coastal Commission and other regulators, a really great party, etc.
8. Other considerations
 - a. The big names might not show up the first year. Proceed anyway. Send them the trophy in the mail. And/or ask them to send a representative. Maybe the next year's recipients will show up if the program generates enough publicity.
 - b. Try to make a big publicity splash. Invite media from all over the state/country/world to attend. Have press events.
 - c. Double up with other events, such as a marathon, farmers market, or seafood festival.
9. Now that you understand the basic premise of the event, recruit someone else to do all the work (or at least help do some of the work). Put out a call to partners, such as the County, Chamber, CR, HSU, the School District, etc. Reach out to local community groups to determine their interest in collaboration. Engage youth to lead this project. Be sure to invite Ocean World to be a primary sponsor.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

\$5,000 to \$15,000

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

All districts

Recipe 7J: Crescent Summer Scavenger Hunt

Ingredients

- Team
- Marketing

Description

This recipe is about creating a new summer-long program that generates community pride, provides a range of fun activities, and produces a new photo library for use in marketing materials.

Time Required

160 to 500 hours of staff time

Directions

1. Initial setup:
 - a. Create website with a description of the program, which is a summer-long scavenger hunt in which people form teams and compete to collect pre-specified materials and photographs. The website should be set up to allow teams to register and allows registered teams to upload their collected materials (mostly in the form of photographs).
 - b. Launch the website and scavenger hunt program in May with a press release. Anyone can participate, either alone or in teams. Participants have until the end of July to gather as many of the designated items as possible. The designated items each count for various levels of points. The team with the most points wins.
 - c. During the first two weeks of August, a team of volunteers (the "award panel") tallies up the results.
 - d. Award ceremony is on a Saturday in late August (before schools starts).
2. Award Ceremony and Festival:
 - a. Pre-announce and heavily advertise the award ceremony at the launch of the program in May. Locate ceremony at Brother Jonathan Park or Beachfront Park. Ceremony includes music, food, and Crescent City-themed party.
 - b. Regularly remind ("invite") the registered teams to reserve hotel rooms and to book their calendar for the award ceremony.

3. Target attendance
 - a. Target 1,000 people at the party (half of which will be from Del Norte County; note that 15,000 people attend the Arcata Oyster Fest each year).
 - b. Target 10 food trucks (probably recruited from surrounding counties).
4. Publicity, advertisement, and marketing
 - a. Advertise with radio ads throughout the surrounding Counties, on Facebook and other social media sites with boosted ads throughout the State.
 - b. Send custom invitations to the elected officials of each of the surrounding counties and custom invitations to the key staff of each media institution of the surrounding counties.
5. Point system (items that teams must collect):
 - a. Points awarded for "each provided" with no upper limit:
 - i. Coffee shop receipt = 10 points
 - ii. Restaurant receipt = 20 points
 - iii. Local retail store receipt = 20 points
 - iv. Hotel receipt = 50 points
 - b. Maximum of 2 of each of the following per team:
 - i. Photo at park or playground = 10 points
 - ii. Photo at beach = 10 points
 - iii. Photo of a redwood = 10 points
 - iv. Photo of a lighthouse = 100 points
 - v. Photo of elk = 500 points
 - vi. Photo of bigfoot = 1,000 points
 - c. Special points awarded by the review panel at the award ceremony:
 - i. Funniest photo = 500 points
 - ii. Most creative photo = 500 points
 - iii. Best photo = 1,000 points
 - iv. Each pocket full of sand from team members = 10 points
 - v. Coordinated team dance = 100 points
6. Awards
 - a. Top prize (most points) = Basket full of \$1,250 worth of Del Norte County made products and gift certificates (donated by local businesses) plus \$1,250 cash (donated by local businesses)
 - b. Second prize = \$500 basket and \$500 cash
 - c. Third prize = \$250 basket and \$250 cash
 - d. Top high school team = \$5,000 scholarship to HSU (pending successful application) for up to two participants or \$2,000 scholarship to CR for up to two participants
 - e. Middle school team award?
 - f. Out-of-State team
7. Encourage local businesses to participate in their own unique and creative ways.
8. Now that you understand the basic premise of the event, recruit someone else to do all the work (or at least help do some of the work). Put out a call to partners, such as the County, Chamber, CR, HSU, the School District, etc.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

\$2,000 to \$15,000

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

All districts



BEAUTIFICATION AND TOURISM ATTRACTION

7K: Lead the Creation of Regional Events

Ingredients

- Marketing/presentation materials
- RFP
- Event Master Plan
- Artists
- Event Space
- Event Organizers
- Program of Activities
- Rain Jackets, umbrellas, and boots

Description

The City is in an active partnership with the County and Chamber to market the region with the objective of attracting more visitors to stay in our hotels and eat in our restaurants. But, marketing alone is not enough. The City must take active measures to provide visitors with things to do. Events are an obvious way to attract visitors. Most communities in the region host an event or two, including Crescent City. This document even recommends that the City stimulate the creation of more events based in Crescent City. But, this recipe shoots for a more ambitious target. Could the City partner with five to ten other jurisdictions to create a regional event or string of well-coordinated local events that collectively feel like a much bigger sum than their individual parts? This recipe explores that idea.

Time Required

TBD.

Directions

1. Conduct some self-education about how some regions work together to create, fund, and market large regional events. For examples, see Tasmania, New Zealand, Rockbridge County (Virginia), the Oregon Coast, and others.
2. Determine area of interest and partner jurisdictions and gather data:
 - a. Envision a "Regional Tourism Cluster" of communities that all have very similar attractions and that are effectively competing against one another for the same pool of visitors. For instance, the coastal communities from Fort Bragg to Crescent City includes three counties and eight incorporated cities, all of which market redwoods, the

ECONOMIC DEVELOPMENT ACTIONS

- ocean, and other north coast attractions. All of the attractions marketed by these jurisdictions (and all of their marketing materials) are remarkably similar to one another.
- b. Go to the Visit California website: <https://industry.visitcalifornia.com/>, create an official city account, download the "California Travel Impacts Report 2010-2018." Go to the nine-year trend analysis of TOT revenue for all jurisdictions. Compile the data from the jurisdictions of interest. Determine the regional value of tourism. Data may also be acquired from the "2020 The Economic Impact of Travel by County" report.
 - c. Call each jurisdiction and inquire how much money they spend on tourism marketing.
 - d. Compile the data and prepare a summary report. Then generate an accompanying "vision" for regional collaboration in the creation and funding of a mutually beneficial regional event.
 - e. Generate a list of ideas for regional events. See other recipes in this document for ideas.
3. Coalition meeting:
 - a. Facilitate a meeting with decision-making representatives from each of the jurisdiction.
 - b. Share the summary report and vision. Explore ideas for regional events.
 - c. Ask for a commitment of \$10,000 per jurisdiction for the first three years, which could exceed \$100,000 per year.
 4. Ask for help from Visit California (<https://www.visitcalifornia.com/>):
 - a. Ask Visit California to match local funds. Maybe they would match 100%. Maybe they would match only 10%. But any match would be welcome. Other states and federal governments have created similar matching grant programs. For example, see Rockbridge County, Virginia: <https://lexingtonvirginia.com/articles/sponsorships>.
 - b. As another example, the state of Tasmania Australia offered grants ranging from \$25,000 to \$250,000 through a competitive grant application process. Grants were issued to applicants that "increase visitors and local community engagement through the non-peak tourist season, and grow event expertise skills and capacity in regional Tasmania." There was a strong emphasis on generating regional benefits. Applicants included local governments, non-profits business associations, and private businesses. https://www.eventstasmania.com/grants_and_funding
 - c. New Zealand allocated \$50M for a similar program, though their objective was to partially replace international travelers by increasing intra-national travel: <https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-recovery/regional-events-fund/>
 - d. See Australia's similar initiative to get tourists back into fire impacted regions, which awarded up to \$30,000 per applicant: <https://www.austrade.gov.au/australian/tourism/tourism-and-business/grants/regional-tourism-bushfire-recovery-grants>
 5. Work with the collaborative to build on the existing north coast regional tourism website (<https://northofordinaryca.com/>) by being inspired by other examples, such as:
 - a. Visit Coastal Alabama: <http://www.visitcoastalalabama.org/>
 - b. Oregon Coast: <https://visittheoregoncoast.com/>
 6. Determine how each of the jurisdictions can support one another's existing events. Could each jurisdiction advertise the events of the others? How else could the various jurisdictions be partners rather than competitors?

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
2. Create and maintain systems for acquiring and analyzing key economic development data and trends
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction

Budget Required

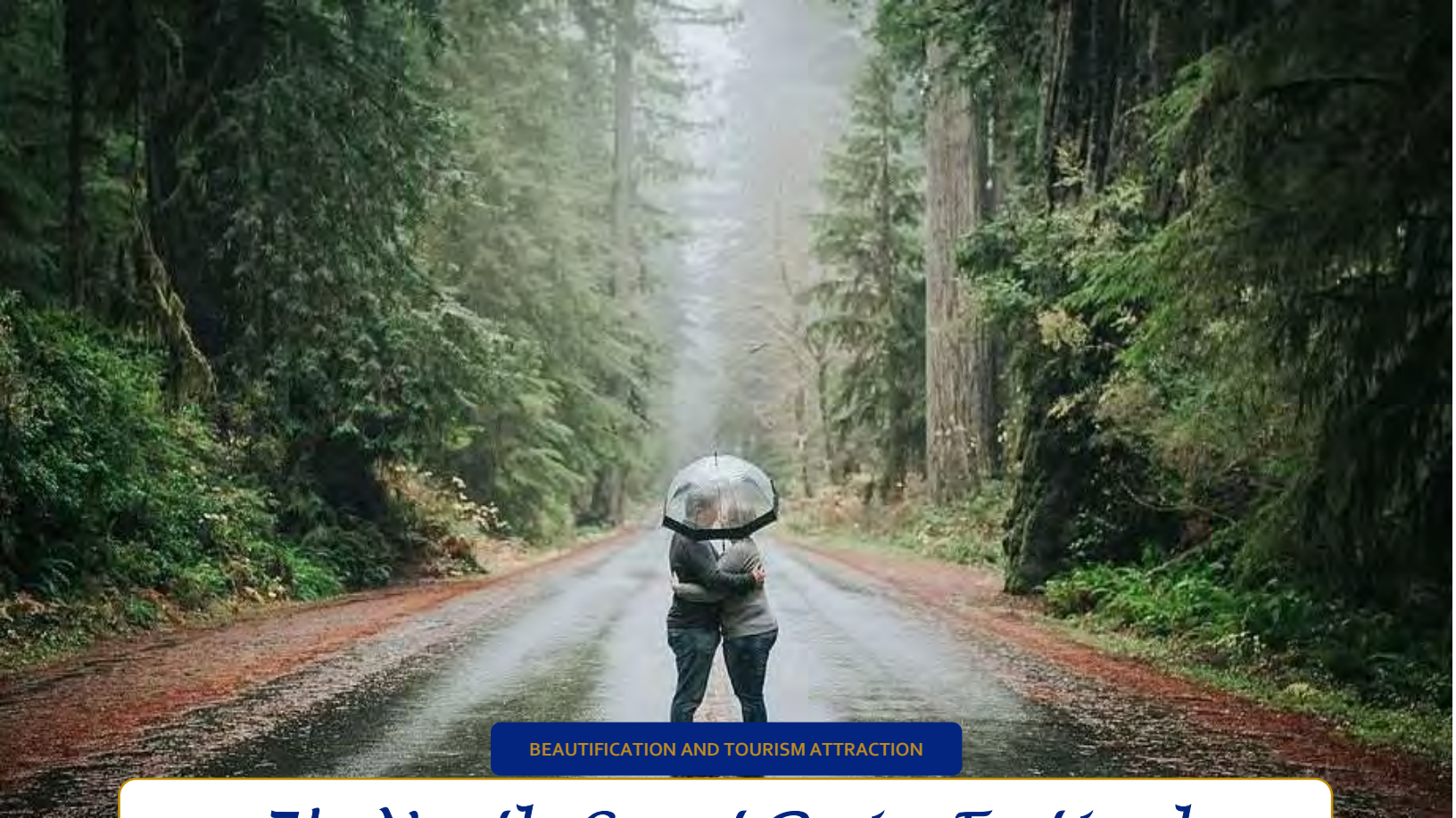
TBD

Who can make this recipe?

- City staff
- Chamber of Commerce
- County staff
- Consultant (hired by one of the above)
- Volunteers
- Fort Bragg, Ferndale, Eureka, Arcata, Trinidad, Crescent City, Mendocino County, Humboldt County, Del Norte County
- Area Tribes

Districts Served

TBD



BEAUTIFICATION AND TOURISM ATTRACTION

7L: North Coast Rain Festival

Ingredients

- Coalition partners and collaborative budgeting
- A series of events
- New website and marketing

Description

In the spirit of the recipe about creating regional events, this recipe outlines an idea for a week-long “Rain Festival” that would take place over the course of a week sequentially in one community after another from Fort Bragg to Crescent City.

Time Required

TBD.

Directions

1. Call upon NOAA to help determine the week of the year that has the highest probability of rain, which is likely in late February. With that information, then select a week around that rainiest week in which elementary students are most likely to have off from school (such as Presidents Week), which will make it easier for families to travel.
2. See the recipe about “Creating Regional Events.” Form a coalition with Fort Bragg, Fortuna, Ferndale, Eureka, Arcata, Blue Lake, Trinidad, Mendocino County, Humboldt County, Del Norte County. Get each jurisdiction to contribute \$10,000 per year for three consecutive years for a total of \$100,000 per year. Use the funds to create a website, hire a consultant, conduct branding, marketing, advertising, and purchasing merchandise (which could be recouped via sales). Ask for matching funds from Visit California (<https://www.visitcalifornia.com/>) to boost the funding even further.
3. Work with the coalition to outline a concept for a “North Coast Rain Festival” in which a string of events occurs in one community after another starting in Fort Bragg and then migrating northward over the course of a week culminating in Crescent City. Each community should host at least one special event associated with “rain” such as:

ECONOMIC DEVELOPMENT ACTIONS

- a. Pub crawl with rain-themed drinks
 - b. Surfing the Rain surf contest
 - c. Dancing in the Rain contest or outdoor acoustic music fest
 - d. Indoor electric-blues-in-the-rain music fest
 - e. Umbrella parade
 - f. Rain gear fashion show (or fashion contest)
 - g. Water cycle and ecology educational events, tours, lectures
 - h. Polar Bear Ocean Plunge Challenge
 - i. Film fest, art walk, or art contest
 - j. Scavenger hunt
 - k. Guided mushroom hunts or nature hikes
 - l. Wild mushroom cooking contest
 - m. Marathon, kayaking race, or other fitness-related event
 - n. Birding tours/events
 - o. Get married in the rain wedding-planning services
 - p. Guided tours by Tribal elders (consult with local Tribes)
4. Encourage local businesses and non-profits to create additional events.
 5. Buy merchandise, such as t-shirts, umbrellas, etc. Distribute to each community.
 6. Work with the collaborative to build a website.
 7. What if it doesn't rain? Well, then it doesn't rain! Will tourists really complain about nice weather? Create some backup stickers that say, "I went to the rain festival and all I got was some sunshine."



Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Budget Required

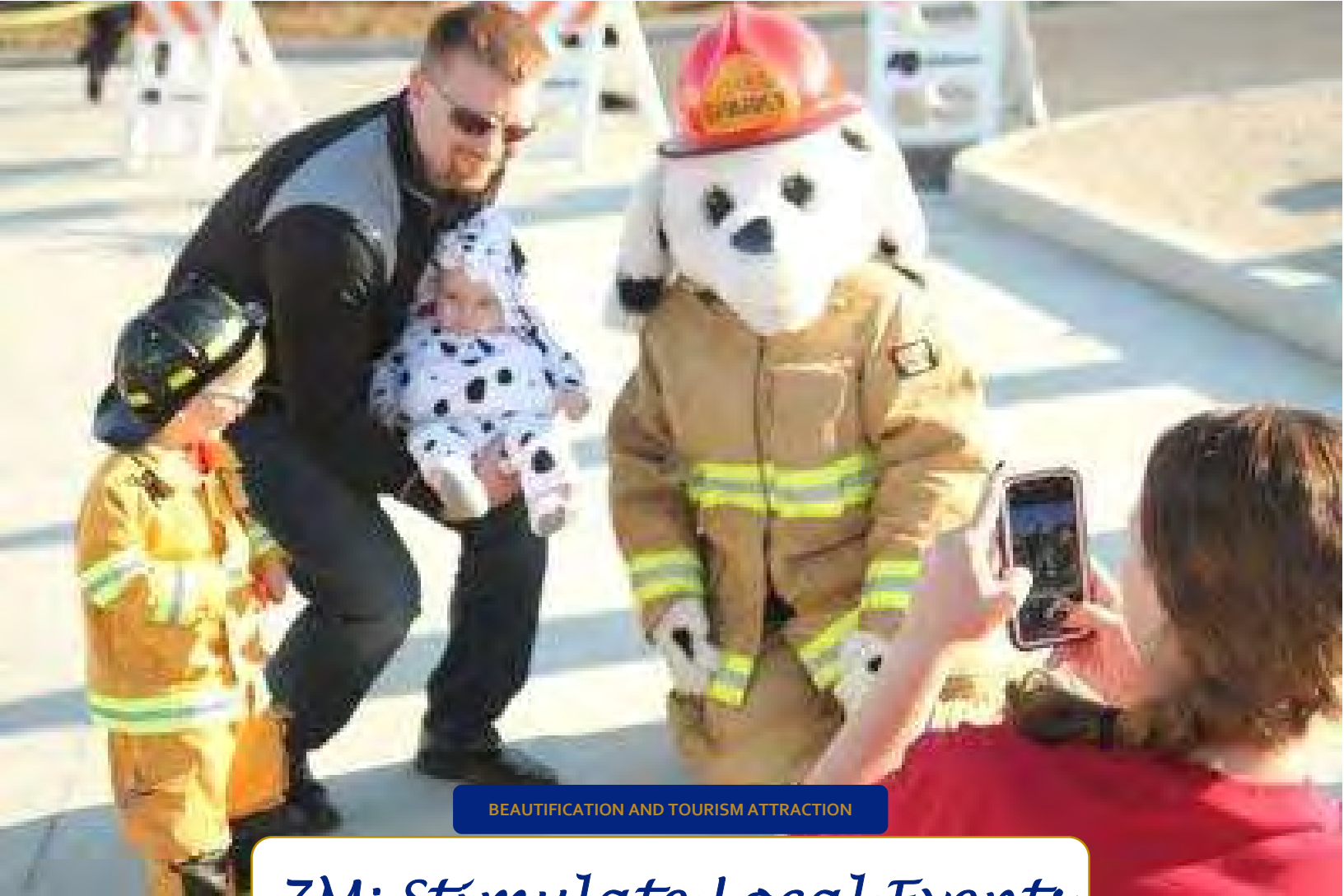
\$10,000 per year (assuming equal investment from partners).

Who can make this recipe?

A big coalition!

Districts Served

All districts.



BEAUTIFICATION AND TOURISM ATTRACTION

7M: Stimulate Local Events

Ingredients

- Marketing Materials

Time Required

TBD.

Description

As described above, the City already invests in marketing but marketing alone is not enough. The City must take active measures to provide visitors with things to do, such as events. Locate events can stimulate the local economy, activate downtown, generate nightlife, bring the local community together, inspire innovation, enhance local culture, and provide fun things to do for visitors and locals. Even relatively small-scale events can have an impact. Efforts can focus on enhancing the height of tourist season on supplementing the off-season.

Directions

1. Consider funding other entities (such as private businesses and non-profits) to create local events by emulating the programs of other communities:
 - a. Bend, Oregon – Utilizes a grant program to fund citywide events. The grant program is funded by utilizing a percentage of lodging tax collections. The lodging tax was specifically increased to fund the creation of new events. Event producers are required to submit an application demonstrating how they will attract overnight visitors from outside the region to attend events. Award recipients must submit an annual progress report. Annual grant funds total around \$200,000. See: <https://www.visitbend.com/about-us/bend-cultural-tourism-fund/>.
 - b. Port Angeles, Washington – Utilities specifically-designated lodging tax funding to fund new events and tourism capital improvement projects via competitive grants. Applicants must demonstrate that event will result in overnight stays during non-peak periods. Annual grant funds total around \$80,000.

ECONOMIC DEVELOPMENT ACTIONS

2. Evaluate the possibility of allocating a certain percent of the City's TOT revenue towards a similar program. Encourage the County to do the same and to pool the money of both entities together. The total annual amount does not need to be significant. For the first year, the total amount can be \$5,000 awarded to a single event or \$10,000 awarded to between one and three events.
3. Produce a Request for Proposals, which should include:
 - a. A list of objectives that events must accomplish to be competitive, such as "demonstrate that event will result in overnight stays" and "create a family fun event."
 - b. Budget, needed resources, timeline, specific location, date/time, vendors, marketing strategy, and other logistical considerations.
 - c. A list of suggested event ideas, such as: Surf Contest, Marathon (begin and/or end at Beachfront Park), an Arts Night Out event, May the 4th Be With You Star Wars Festival, Vacant Storefront Open House Party, food truck festival, Summer Concert Series (a new live band every Friday throughout the Summer), Ladies Night, Chess Tournament, Silent Disco Party, and Art, Wine, and Music Night. See other recipes throughout this document for inspiration. Host a public meeting or a social media contest to generate additional ideas. Ask the School District to acquire ideas from high school students.
4. Event selection:
 - a. Select the event(s) that will be funded. Issue award and monitor progress of the organization.
 - b. For those events that are not selected, encourage them to proceed anyway without the grant funds.
 - c. Recruit sponsors and partners to help the awardees.
 - d. Assist with the development of marketing materials specific to the event.
 - e. Hire a photographer to capture the event.
5. Complete a post-event review.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Budget Required

\$5,000 to \$20,000.

Who can make this recipe?

- City staff
- Chamber of Commerce
- County staff
- Consultant (hired by one of the above)
- Volunteers

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Public Waterfront districts.





BEAUTIFICATION AND TOURISM ATTRACTION

7N: Utility Box Program

Ingredients

- Utility Boxes
- Sponsors-Businesses or Individuals
- Artists
- Crescent City-facilitator

Time Required

40 to 120 hours of staff time

Description

Utility boxes are steel cabinets, typically located on or behind sidewalks, that contain valves, switches, wires, and computers for various types of utility infrastructure. Most utility boxes contain the operational equipment, communications hardware, and computer components for traffic lights. Other boxes contain neighborhood switching stations for telephone and cable lines. Utility boxes are typically around three feet wide, three feet deep, and four feet high. They are usually painted grey or dark green. There has been a national trend in which communities sponsor artists to paint mini-murals on boxes. This is partially a beautification project, partially an anti-graffiti initiative, and partially a means of supporting and promotion local artists. Transforming utility boxes creates a space for artists to display public art and it deters graffiti. Once dull and unattractive, the utility boxes are activated with the designs of artists who can share their art with the public. And, this can be done at not cost to the City (other than staff time). This recipe provides instructions for how Crescent City can make such a project happen.

Directions

1. Ask for help and materials from other jurisdictions. Eureka just recently completed over 50 boxes, while the City of Arcata is just starting this effort. Several communities in southern Oregon have as well. Call them and ask for copies of their program documents. No need to re-invent the wheel. Copy their materials and approaches to the greatest degree possible to save time and effort.
2. Inventory and agency coordination:
 - a. Take an inventory of existing utility boxes. There are about nine signalized intersections in the City (or just outside of City limits), each of which has a box. There are other boxes throughout town, some in residential neighborhoods. Drive around the City for a few hours to locate and map each box. Create a corresponding table.
 - b. Identify the ownership of each box. The boxes at signalized intersections will be owned by either the City, the County, or Caltrans. Other likely owners are AT&T, Pacific Power, and cable providers.
 - c. Contact the utility agencies associated with each box and ask about their policies for utility box art programs. Caltrans has a very easy-to-use program guidelines and is very easy to work with on this topic. Some agencies may strictly prohibit box art.
 - d. It is very likely that the County does not have any guidelines in place. Ask them to simply adopt the City's program and allow the City to facilitate the boxes in their jurisdiction that are just outside of City limits.
3. Produce a catalog of concepts:
 - a. Release a "Call to Artists." Make this announcement through press releases, on the City website, during Council meetings, during media interviews, on social media, in radio announcements, etc. In the announcement, explain that local artists are invited to submit draft concept drawings of what they would paint on a utility box. Announce

ECONOMIC DEVELOPMENT ACTIONS

- that selected artists will be paid \$500 to paint a box. Provide the basic dimensions of boxes so artists can produce to-scale concepts. Also note in the announcement that artists must sign an agreement to maintain the box for four years (or some other period of time set by the City).
- b. As artist submittals are received, create a catalogue of concept submittals.
4. Call to Sponsors:
 - a. Once the City has received at least five artist submittals, then release a "Call to Sponsors" using the same communication mediums described above. Provide the map of box locations and the catalog of artist concepts. Explain that sponsors are required to provide a \$500 tax-deductible donation to the City. The \$500 is then passed on to an artist of the sponsor's choice. In most cases, sponsors will be businesses, but could also be private individuals. Sponsors may also recruit their own artists if they would prefer.
 - b. On a first-come-first-serve basis, sponsors are allowed to select the utility box they want to sponsor and the artist they want to fund. The first business/person to provide a \$500 donation gets to be first to select the box of their choice and the artist of their choice.
 5. Utility Box mural maintenance:
 - a. Create contract with artist to maintain utility box for 3 to four years.
 - b. Identify City staff/volunteers to clean and prime utility box. This could also be required of the artists.
 - c. As needed, reach out to the artist to maintain utility box (under contract to do so). Unmaintained boxes can be painted over with standard dark green paint.
 - d. After three to five years, start the program over and repaint the boxes with new art.
 6. Once staff understands everything above, create a staff report and pitch this concept to City Council so they can pass a resolution authorizing the program. Convince the County to do the same.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction
9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff
- County staff
- Caltrans
- Utility companies
- Chamber of Commerce
- Volunteers
- Artists

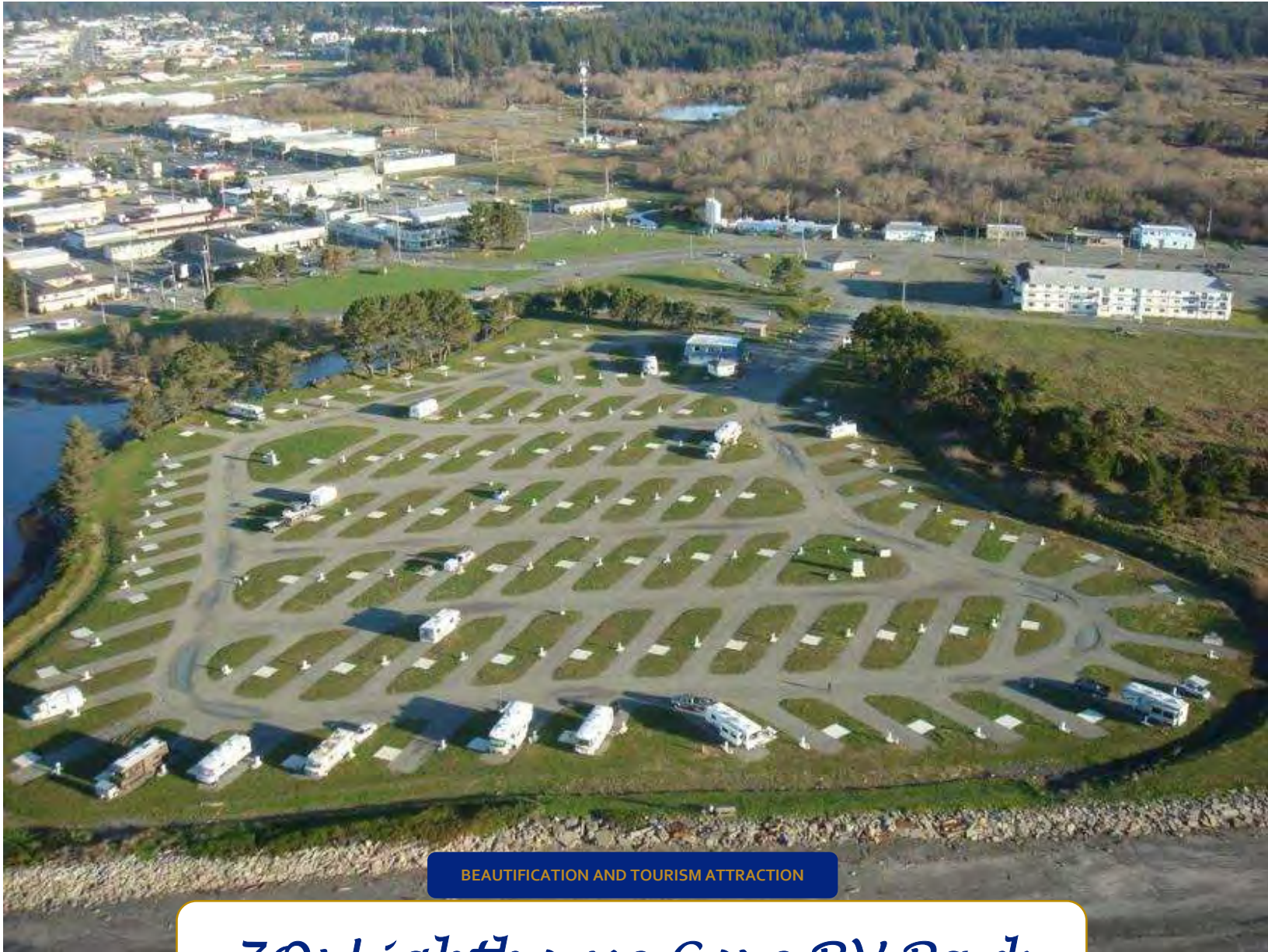
Budget Required

While the City could spend a few thousand dollars on this, it could also be accomplished without any City budget (staff time only).

Districts Served

Can be applicable in all districts.





BEAUTIFICATION AND TOURISM ATTRACTION

70: Lighthouse Cove RV Park

Ingredients

- Financial Planning
- Marketing and Branding
- Improvement Planning

Time Required

Part-time to full time staff position.

Description

The City owns and operates the Lighthouse Cove RV Park. The RV Park is connected via walking path to Beachfront Park, placing it in an ideal location and making the park a huge asset for the City. The City is actively working to upgrade the facility to its maximum potential. Much of this recipe is merely restating what the City already has underway.

Directions

1. Continue to identify and implement modern best practices of operating an RV park, including:
 - a. Implement online booking system.
 - b. Long-term financial planning for planned improvements, including infrastructure upgrades.
 - c. Custom design, branding, and signage.
 - d. Marketing through online directories, recreation magazines, chamber magazines, merchandise, and social media.
- 2.

3. Continue to explore other future goals, including:
 - a. Turn the park into an RV Resort.
 - b. Host a range of events in the park.
 - c. Proactive work to generate positive yelp and trip advisor reviews.
 - d. Build a recreation room.
 - e. Hire additional staff.
 - f. Update policies and procedures.
 - g. Create new long-term goals.
 - h. Increase consumer demand.
 - i. Monitor, understand, and prepare for market changes so as to shift focus when necessary.
 - j. Integrate the park into other economic development efforts.

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs
6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

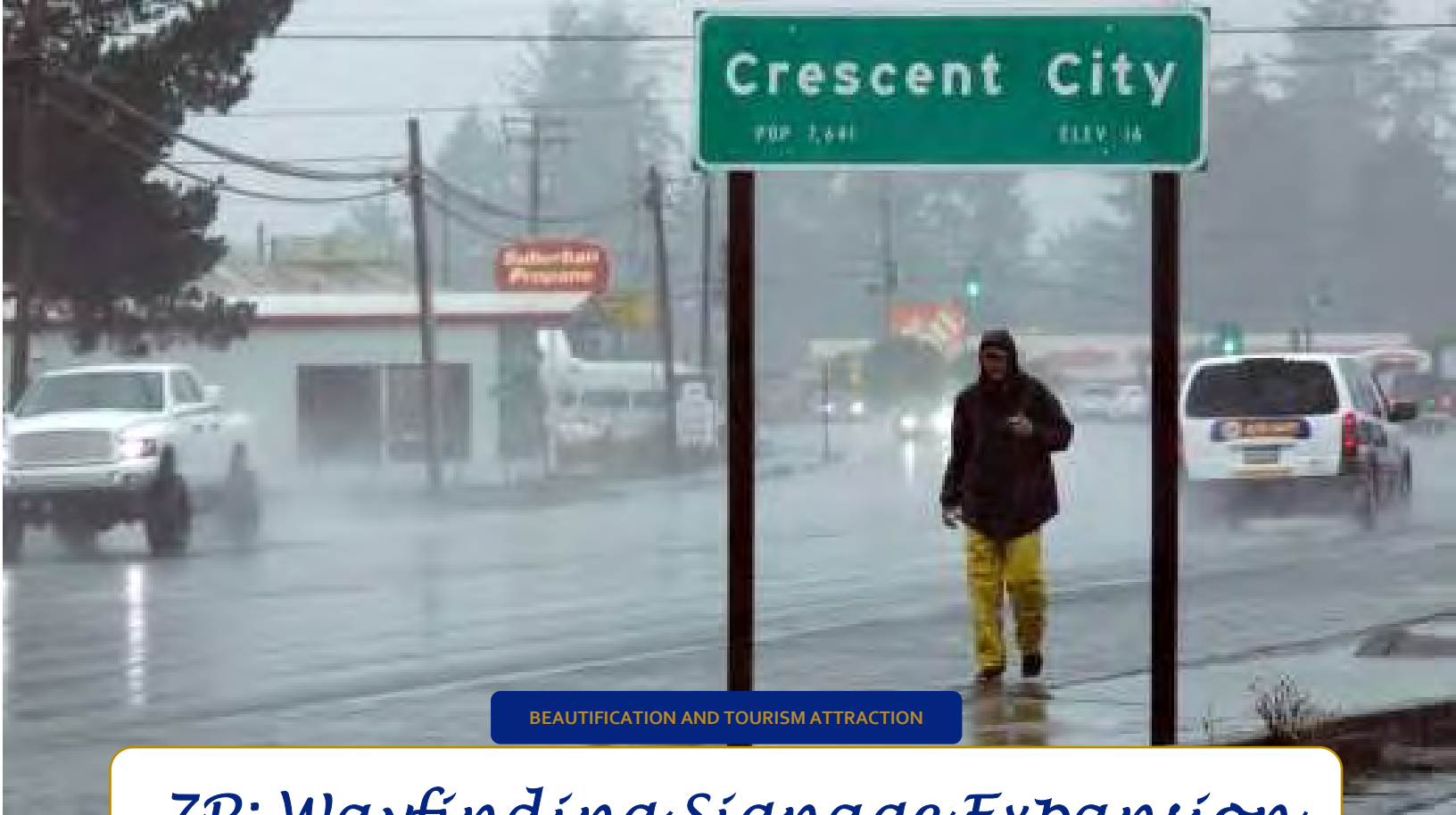
Budget Required

TBD

Districts Served

South Gateway, Public Waterfront, and Downtown.





BEAUTIFICATION AND TOURISM ATTRACTION

7P: Wayfinding Signage Expansion

Ingredients

- Expansion of existing plans

Time Required

TBD

Description

Wayfinding signs provide information to travelers and visitors, hopefully encouraging them to alter their journey to stop and stay in Crescent City. The City has already implemented several wayfinding signs. This recipe encourages the City to continue to building on previous successes.

Directions

1. Form a Wayfinding Planning Team with staff and other key stakeholders, such as Caltrans staff and local business owners.
2. Create or update a map of prominent destinations, major circulation routes, current navigational challenges for visitors, and current/planned/funded wayfinding signs. Use these maps during initial stakeholder meeting to further verify each of the map categories. Consider vehicular-oriented as well as pedestrian-oriented signs.
3. Conduct a field review and site assessment of wayfinding opportunities and constraints. Examine existing signage and infrastructure and plan for future maintenance needs. Create an ongoing Maintenance and Management plan. Evaluate the City's fabrication capabilities.
4. Include wayfinding signs in the City's annual Capital Improvement Plan.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

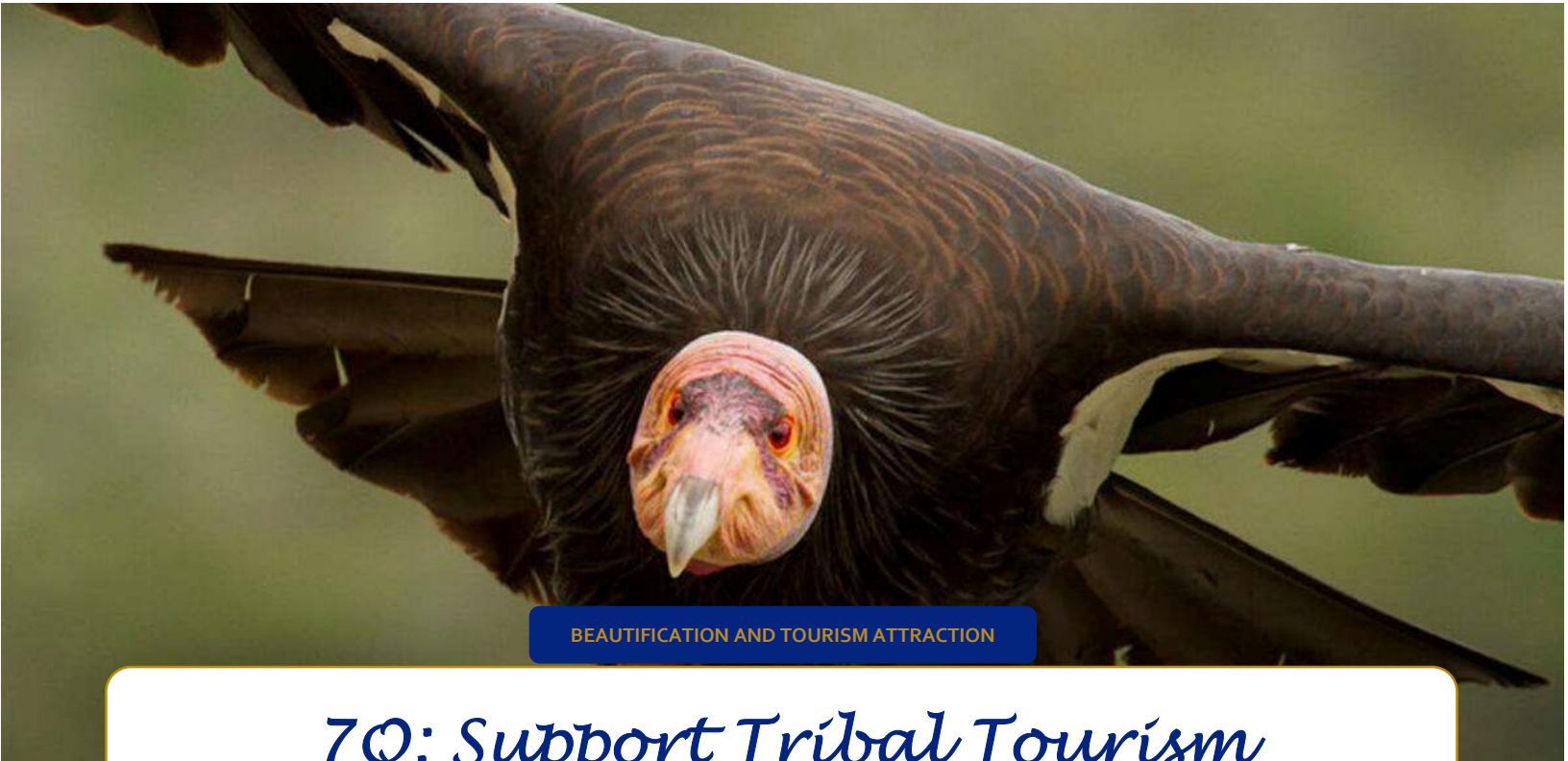
Budget Required

TBD

Districts Served

All Districts.

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BEAUTIFICATION AND TOURISM ATTRACTION

7Q: Support Tribal Tourism

Ingredients

- Support of local Tribes

Time Required

16 to 80 hours

Description

The four Tribal governments in the County include tourism in their ambitions for Economic Development. Contact each Tribe and inquire how the City can support the Tribe’s efforts.

Directions

1. Contact each Tribe and inquire how the City can support the Tribe’s efforts.
2. Hold annual meetings between two Tribal Council members and two City Council members to align visions and strategies.

Which goals are addressed?

6. Pursue infrastructure improvements as a form of economic development
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

All Districts.

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BEAUTIFICATION AND TOURISM ATTRACTION

7R: Collaboration with Airport

Ingredients

- Marketing Materials

Time Required

16 to 0 hours per year

Description

The Del Norte County Regional Airport at Jack McNamara Field (CEC) is owned by the County of Del Norte and is managed by the Border Coast Regional Airport Authority. The Airport has daily flights to and from Oakland International Airport (OAK). The region would benefit from increased flights, which the District actively strives to accomplish. The City should continue to support the District.

Directions

1. Contact District leadership and inquire how the City can help with expanded flights.
2. Support expansion of airport, advertising, and recruitment.
3. Support marketing efforts.
4. Support long-term strategic planning.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

All Districts.

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BEAUTIFICATION AND TOURISM ATTRACTION

7S: Performing Arts Center

Ingredients

- Marketing Materials

Time Required

16 to 40 hours

Description

A network of community members, inspired by a philanthropist, have initiated a process of envisioning a highly ambitious “modern well-equipped performing arts center built on the high school campus.” The group is actively working closely with the school district and other stakeholders to launch a fundraising campaign to obtain grants, private donations, and endowments for facility maintenance. The initial goal of the proposed center is to seat 800 people and serve as a venue for student activities and community organizations like Lighthouse Repertory Theatre, the Del Norte Association of Cultural Awareness, and the Community Concerts Association. For profit uses would come third.

Directions

1. Contact School District leadership and inquire how the City can help with this effort.
2. Consider providing City funding and/or commitments towards maintenance.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
7. Invest in beautification and tourism attraction

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

All districts.

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BEAUTIFICATION AND TOURISM ATTRACTION

7T: Fountain Plaza and 3rd Street Alley

Ingredients

- Visioning process
- Existing design concepts

Description

Fountain Plaza, the 3rd Street Alley, and Tsunami Memorial Fountain have unfulfilled potential. This recipe is about exploring ways to improve upon these great public places.

Time Required

A lot. This is a major undertaking.

Directions

1. Project Initiation.
 - a. Conduct a SWOT analysis to identify and evaluate site conditions. See City of Eureka's [Opera Alley Plan](#) for inspiration.
 - b. Start with partners. Inform and gain support from adjacent property owners of future improvements. Reach out to businesses adjacent to space and meet to ask what they need to operate outdoors and build projects around that.
2. Review the potential of the designs on the following pages.
3. Community Engagement. Survey community to involve them in the planning process for envisioning this space. Design alternatives and workshops with community as well and then bring back with alternatives and design options.
 - a. Consider a design charrette process to facilitate the creation of a publicly-generated development vision. This could generate a master plan to guide the process. Invite the public to attend one of four design workshops during which everyone will have the opportunity to work with professional architects to draw their visions of the site.
 - b. Host a public workshop. Include presentations of the site's history, analysis of the site's constraints, explorations of the site's opportunities, and discussion.

- c. Arrange public site tours. Members of the public will have the opportunity to walk the site with professional architects and City officials to learn about the site and to provide feedback.
 - d. Refine plans from design charrette into final designs with help from architects and present them to the community.
 - e. Host a panel discussion regarding the financial and development realities of the site and Q&A to present final designs and receive feedback to further refine the various ideas into a single master plan/design.
- a. Explore funding options.

Which goals are addressed?

- 1. Build an internal economic development team and establish strong economic development community partnerships
- 6. Pursue infrastructure improvements as a form of economic development
- 7. Invest in beautification and tourism attraction
- 8. Focus on efforts to enhance downtown

Who can make this recipe?

- **City staff**
 - California Arts Council
 - Humboldt Arts Council
 - Wild Rivers Coast
 - Chamber of Commerce
 - California Redwood Arts Association
 - Del Norte County Visitor Center
 - Crescent Harbor Gallery
 - End of the Trail Museum
 - Gallery of Arts and Culture
 - Redwood Mural Society
 - Del Norte Association for Cultural Awareness
 - Pride in Community
 - Del Norte-Curry Community Concert Association
 - Millsong Mercantile
 - Wild Rivers Symphony
 - Pacific Music Guild
 - Del Norte High Music
 - Del Norte Community Arts Calendar
 - Del Norte Arts Coalition
 - Del Norte Nonprofit Alliance
 - Redwood Sightseeing Tours
 - Downtown Divas

Budget Required

\$0 to \$100,000 for planning; TBD for construction

Districts Served

Downtown

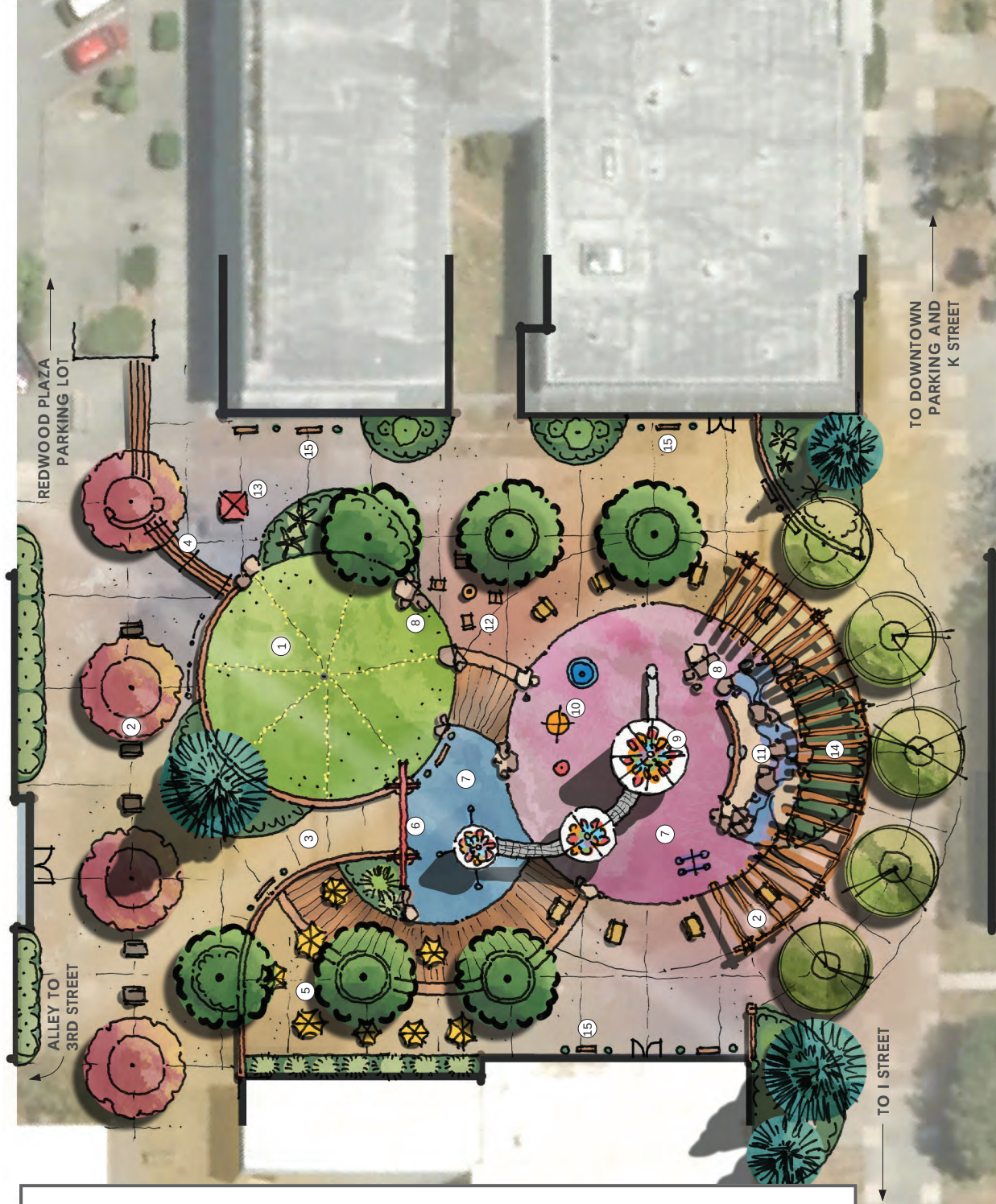
LEGEND

- ① Lawn Area with String Lights
- ② Shaded Picnic Area
- ③ Ramp
- ④ Stairs
- ⑤ Bistro Tables with Umbrellas
- ⑥ Entry Monument Arch
- ⑦ Colorful Play Surfacing
- ⑧ Decorative Boulders
- ⑨ Climber with Rope Tunnels
- ⑩ Spinners
- ⑪ Sand and Water Play
- ⑫ Small Fire Pit Area
- ⑬ Information Kiosk
- ⑭ Wood Trellis
- ⑮ Bench

VISION STATEMENT

This space provides the social meet up spot that so many parents crave: a space to relax and connect with others while the kids safely play!

This small tot-tot offers sculptural climbers, sensory activities and sand and water play to stimulate even the littlest of explorers. A nearby flexible lawn space and surrounding tables offer picnicking and dining options for the whole family.



FOUNTAIN PLAZA DESIGN CONCEPTS

OPTION 1: Family Meet-Up Spot

CRESCENT CITY, CA

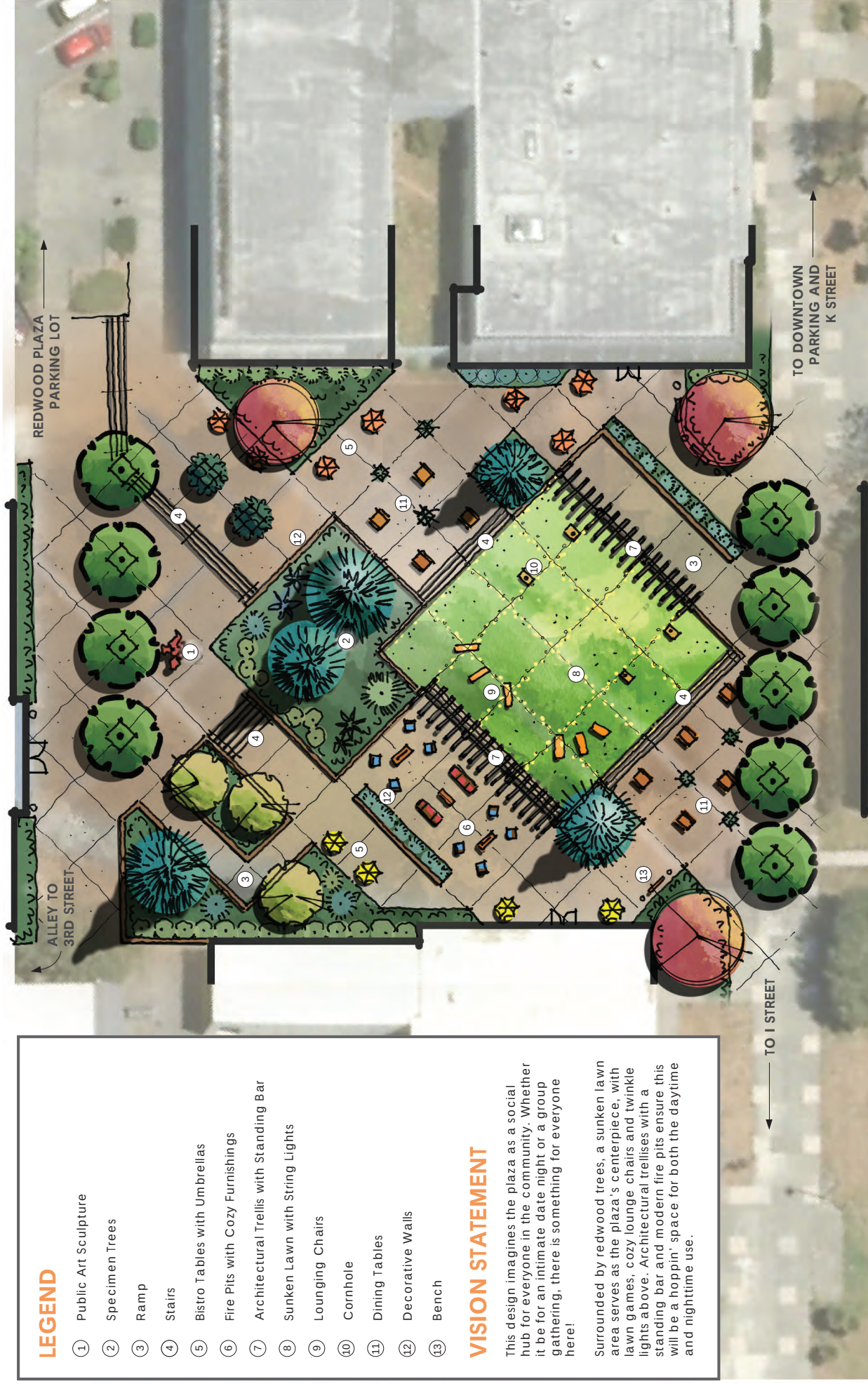
LEGEND

- 1 Public Art Sculpture
- 2 Specimen Trees
- 3 Ramp
- 4 Stairs
- 5 Bistro Tables with Umbrellas
- 6 Fire Pits with Cozy Furnishings
- 7 Architectural Trellis with Standing Bar
- 8 Sunken Lawn with String Lights
- 9 Lounging Chairs
- 10 Cornhole
- 11 Dining Tables
- 12 Decorative Walls
- 13 Bench

VISION STATEMENT

This design imagines the plaza as a social hub for everyone in the community. Whether it be for an intimate date night or a group gathering, there is something for everyone here!

Surrounded by redwood trees, a sunken lawn area serves as the plaza's centerpiece, with lawn games, cozy lounge chairs and twinkle lights above. Architectural trellises with a standing bar and modern fire pits ensure this will be a hoppin' space for both the daytime and nighttime use.



FOUNTAIN PLAZA DESIGN CONCEPTS

OPTION 2: Social Hub

CRESCENT CITY, CA

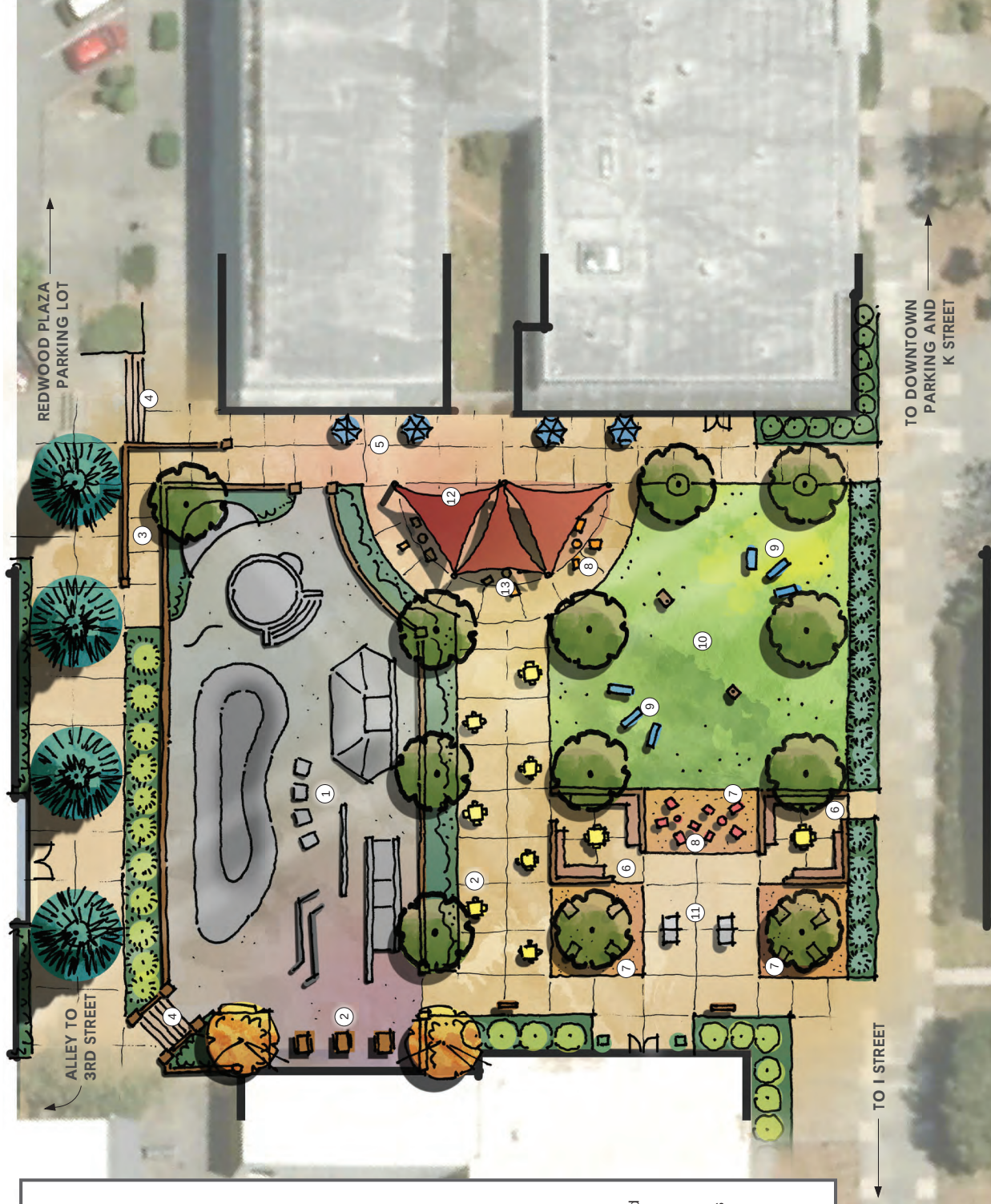
LEGEND

- ① Skate Plaza
- ② Picnic Tables
- ③ Ramp
- ④ Stairs
- ⑤ Bistro Tables with Umbrellas
- ⑥ Study Nooks with Charging Stations
- ⑦ Decomposed Granite
- ⑧ Movable Furniture
- ⑨ Hammocks
- ⑩ Lawn Area
- ⑪ Ping-Pong Tables
- ⑫ Fabric Shade Canopy
- ⑬ Event Space/Stage

VISION STATEMENT

Teens rarely visit public spaces that are designed with their social and educational needs in mind. This plaza is envisioned as being a flexible space for both teenagers and others alike.

Fabric shade sails cover a centrally-located multi-use plaza space with movable furniture. Individual study tables and group study nooks offer after school homework sessions in the fresh air. Or if having fun is the goal, a lawn area with hammocks, ping-pong tables and a skate plaza offer endless opportunities for playing social connections.



FOUNTAIN PLAZA DESIGN CONCEPTS

OPTION 3: Teen Hangout

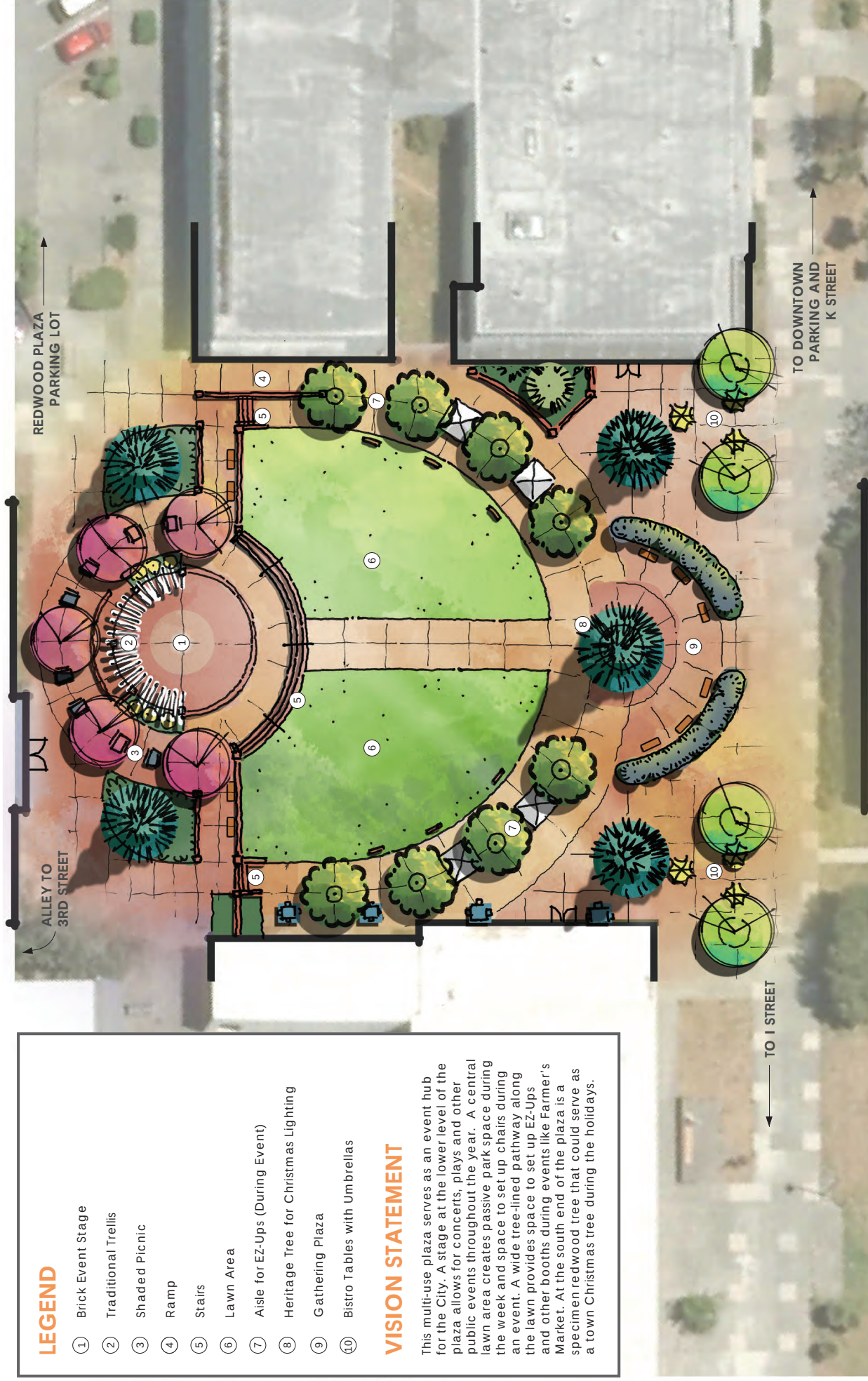
CRESCENT CITY, CA

LEGEND

- ① Brick Event Stage
- ② Traditional Trellis
- ③ Shaded Picnic
- ④ Ramp
- ⑤ Stairs
- ⑥ Lawn Area
- ⑦ Aisle for EZ-Ups (During Event)
- ⑧ Heritage Tree for Christmas Lighting
- ⑨ Gathering Plaza
- ⑩ Bistro Tables with Umbrellas

VISION STATEMENT

This multi-use plaza serves as an event hub for the City. A stage at the lower level of the plaza allows for concerts, plays and other public events throughout the year. A central lawn area creates passive park space during the week and space to set up chairs during an event. A wide tree-lined pathway along the lawn provides space to set up EZ-Ups and other booths during events like Farmer's Market. At the south end of the plaza is a specimen redwood tree that could serve as a town Christmas tree during the holidays.



FOUNTAIN PLAZA DESIGN CONCEPTS

OPTION 4: Multi-Use Plaza

CRESCENT CITY, CA

7U: Crescent City Redwood Canopy Walk

Ingredients

- Communications with State/National Park
- Cost estimates
- Funding strategies

Time Required

160 to 320 hours of staff time (or more)

Description

In early June of 2021, the City of Eureka open its brand new ¼-mile “Redwood Sky Walk” (<https://redwoodskywalk.com/>), which is a 100 foot high suspended boardwalk perched to Old Growth trees (see image above). Trees of Mystery in southern Del Norte also opened an equivalent project several months earlier. While these two projects can be seen as rivals competing to attract the same visitors, it is also possible that they will benefit from one another by creating the beginning of a “cluster” of similar activities. Perhaps a visitor from Germany would be unsure about traveling to California’s north coast to visit a single canopy walk, but might be convinced to make the trip if there were three such facilities to visit. Could Crescent City also create a third canopy walk in the region to further enhance this new tourism cluster? This recipe proposes ideas for how to do just that.

Directions

1. Ask for help. Contact the Eureka City Manager and explain Crescent City’s ambitions. Ask for basic information, such as total construction cost, construction cost per linear foot, design costs, permitting challenges, funding strategies, marketing costs, marketing strategies, etc. The Eureka project cost between \$3M and \$4M and is around 700 feet long, at a price of around \$6,000 per linear foot (these numbers should be confirmed). Contact the owners of Trees of Mystery and gather the same information.
2. Identify candidate locations. This may be the most difficult challenge of this project. The perfect site will have big trees, be easily accessible to the public, and be very close to Crescent City (to maximize the economic impact to the City’s hotels and businesses). And, all of this must be located on property that is managed by an agency or company that supports the project. Most difficult of all, an elevated boardwalk suspended from trees is likely going to need staff to be present, which means that it should be co-located with other activities, like a restaurant, snack shop, gift shop, food truck, ticket booth, or other commercial enterprise. In fact, it will likely be necessary to require visitors to buy tickets in order to raise funds to recoup the costs of the project. The Eureka and Trees of Mystery sites are both co-located with other attractions, include ticket prices, and have staff present. So, the Crescent City Canopy Walk is likely a bigger project than just building an elevated walkway. The top candidate locations currently identified are:
 - a. Hambro Forest Products Family Entertainment Center: This site is currently the home of “Marshall’s Redwood Gallery Gift Shop” and “Tidal Wave 101 Gift Shop.” The site is on the north side of US 101 about 800 feet south of Anchor Way and is accessed directly from the highway. The owner (Hambro Forest Products) has applied for a Coastal Development Permit for a “Family Entertainment Center,” which is envisioned to potentially include go-karts, mini-golf, laser tag, an arcade, and other family-oriented attractions. Just to the north of the site is a large State-owned parcel with several acres of large Douglas Fir trees that just might be big enough for a modest canopy walk. The entertainment center could be supplemented with a trail through marsh and an elevated walkway.

ECONOMIC DEVELOPMENT ACTIONS

- b. The Boy Scout Tree Trail: This is a 2.7 mile-long heavily trafficked trail accessed via Howland Hill Road and is within the boundaries of Jedediah Smith Redwoods State Park. The site is great for its proximity to Crescent City and has the advantage of having Fern Falls, a moderate-sized waterfall, at the end of the trail.
 - c. Miller Rellim Mill Site: This historic non-operational mill site is currently on National Park land and is the western terminus of the "Coast to Cascade Trail," which is envisioned to connect the California Coastal Trail to the Pacific Crest Trail. The old mill site is 2.5 miles up Hamilton Road, which accessed from US 101 just south of the City. The 40-acre site contains a dozen buildings of various sizes, several of which are of quite large, though they may all be in very poor condition. According to the National Park Service website, "the site quartered up to 150 men in the late 1800s and early 20th Century." According to the State Park's Initial Study Mitigated Negative Declaration for the Del Norte Coast Redwood State Park Redwood Coast-to-Crest Trail Project, "At the height of company operations, the plant employed more than 250 people and paid about \$25 million in wages, benefits, and taxes." Could this site once again be a source of jobs and economic development? It is unclear what the State Park system intends to do with the site, but it would be a spectacular visitor center, recreation site, and site for a canopy walk. Per a phone call with a ranger at the State Park HQ in Crescent City, the site is owned by the State Park system in a partnership with the National Park. Per that call, over ten years ago the State/National Parks created a detailed long-range plan for a campground, visitors center, and other amenities, but no funds have been allocated to the concept. Contact the Eureka State Park Office for more information (707-445-6547) or the Crescent City State Parks Office (707-465-7331).
 - d. Enderts Beach Road: Within the National Park boundary, this location is great for its proximity to Crescent City and is very easily accessed from US 101. And, a canopy walk here just might have a commanding view of the ocean. But, it might not have enough large trees to support the infrastructure needed. There is some nearby park infrastructure, such as trails and bathrooms. There also appears to be a residential structure owned by the National Park, which could serve as a visitors center, ticket booth, restaurant, etc.
 - e. Jedediah Smith Redwoods State Park Visitor Center in Hiouchi. While this is least desirable location for providing direct benefits to Crescent City businesses, it may be the most viable location since it fits all of the other desired parameters.
 - f. Elk Valley Rancheria property on Humboldt Road: The Tribe owns a nearly 160 acre property and at one time had ambitions to build a golf course and resort. Just to the east of the property is privately-owned forest lands. Could this be a viable site? The Tribe should be consulted prior to any further consideration.
3. Scout out each site and develop a basic concept. Utilizing the data gathered from the existing projects, calculate a basic project cost (probably around \$5K to \$6K per linear foot). Total project costs will likely be between \$2M and \$6M. Then work with each of the above stakeholders to explore the various concepts. Would the State or National Park systems be willing or able to entertain this idea at these sites? If so, could they help with funding?
 4. Explore options to increase the TOT in the City and/or County to specifically fund such a project. Also work with hotel owners and other business owners to see if they would be willing to provide some level of funding. Note that an alliance of lodging owners/operators in Eureka contributed \$2.3M towards the Eureka project.



Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction

Budget Required

\$2,000,000 to \$6,000,000

Who can make this recipe?

- City staff
- State/National Park
- County

Districts Served

All districts



BEAUTIFICATION AND TOURISM ATTRACTION

7V: Music and Arts Capital

Ingredients

- Community Outreach
- Marketing Materials

Time Required

TBD

Description

The arts are an important part of a strong economy for a number of reasons. In addition to building and amplifying the success of innovative industries, an accessibility to the arts makes a region a more attractive place to live. Art and culture fosters innovation and accelerates ingenuity. Arts are also conducive to attracting tourism. Several stakeholders in the development of this have suggested that Crescent City could be an arts and music capital of Crescent City. What would that really mean? This recipe is about exploring that concept and developing plan.

Directions

1. Gather a coalition of stakeholders and interested community members. Explore ideas for how to make this vision happen. Coordinate brainstorming sessions with partners to determine how Crescent City and its community can promote, emphasize, and support music and arts.
2. Incorporate music and arts into every event.
3. Create events focused on music and arts.
4. Create focus groups and ask the community of artists and musicians, "What can the City/community do to help you?"

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
7. Invest in beautification and tourism attraction
8. Focus on efforts to enhance downtown
9. Launch programs to acknowledge and celebrate local businesses

Budget Required

TBD

Who can make this recipe?

- See recipes above

Districts Served

Can be applicable in all districts.

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SECTION 8: DOWNTOWN ENHANCEMENT

Summary

Every economically successful small town has a core area that serves as the community's "heart." This nucleus subconsciously defines the social and cultural character of a place from which its core identity radiates. Without a clearly defined epicenter, a community can feel unplanned, impoverished, and bland. Some communities have more than one cultural core such as a downtown and a harbor, but downtown is typically the most important center, especially to visitors. Crescent City's downtown generally falls short of serving the prominent role that is expected of it. The City's downtown is not strongly viewed as the "go to spot" for its residents or visitors. This section defines strategies for revitalizing downtown, helping it live up to its potential, and stimulating its evolution towards something that the community can be undeniably proud of.

Challenges and the Sources of Challenges

In early 1964, a tsunami struck Crescent City, destroying 29 city blocks and hundreds of buildings/businesses. The community attempted to quickly rebuilt downtown, but did not enforce a standard downtown urban-grid development pattern. Before the tsunami, most blocks of Downtown Crescent City had been a traditional late Victorian style of downtown development, with two- and three-story buildings at the back of the sidewalk, ground floor storefronts, and upper floor residential units. In the years following the tsunami, many blocks of Downtown were rebuilt to resemble suburban highway strip malls, with large parking lots behind the sidewalks and one-story buildings at the back of the lots. The feeling of a traditional downtown was further disrupted by Caltrans with the conversion of L Street and M Street into a freeway couplet, which facilitated the east side of downtown to evolve into a highway commercial corridor dominated by big box development patterns. Throughout the 1980s and the following decades, big box commercial development has been prevalent on the periphery of the City as was the case with many communities throughout the nation. As happened to literally thousands of US cities, regional strip mall development on the edges of Crescent City led to a decline in the prominence of downtown as a commercial center. Today, downtown is underutilized, lacks the desired level of vibrancy that most visitors expect from a small-city's downtown, is missing a sense of place, and has a high vacancy rate.

Vison of the Future

Crescent City envisions a rich, vibrant, and economically diverse downtown, with thriving local businesses, restaurants, nightlife, lots of things to do, abundant market rate housing, some high-end housing, and some affordable housing. This future is fueled by community investment, private investment, and support from local government. In this envisioned future, the City's downtown plays a central role in the region's economy, social environment, and overall culture.

Section 8 Recipes

Recipe 8A: Re-envision Downtown

Recipe 8B: Plan for Substantial Downtown Housing Growth

Recipe 8C: Start with One Block

Recipe 8D: Community Design Contest

Recipe 8E: Keep Public Buildings Downtown

Recipe 8F: Downtown Arts District

Recipe 8G: Library Enhancement Plan

Recipe 8H: Enhanced Infrastructure Finance District

Recipe 8I: 2021 Vacant Property Leadership Institute

Recipe 8J: Technical Assistance Training for Downtown Businesses

Recipe 8K: Vacancy-reduction Carrots and Sticks

Recipe 8L: Eliminate One Key Vacancy

Recipe 8M: Pop Up Business Program

Recipe 8N: Downtown Business Startup Incentive Program

Recipe 8O: Recruit a Downtown Anchor Tenant

Recipe 8P: Allow Etailers and Refacturers

Recipe 8Q: Highway 101 Improvements through Downtown East

Recipe 8R: Hanging Flower Basket Program

Recipe 8S: Tree Well Adoption Program

Recipe 8T: Downtown Beautification Club

Recipe 8U: Façade Improvement Program

Recipe 8V: Phantom Art Gallery Program

Recipe 8W: Downtown Parklet Program

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DOWNTOWN ENHANCEMENT

Envisioning
& Planning
Strategy

8A: Re-envision Downtown

Ingredients

- A good attitude
- Patience and persistence
- Grants, money, and a consultant
- Time

Time Required

A lot. At least one year from begging to end.

Description

Let's start with some brutal honesty. Crescent City's downtown is lackluster and there are a remarkable amount of vacant lots and vacant storefronts. The community seems to crave a more vibrant downtown, and has made some efforts to stimulate development, but little there has been little traction. Perhaps what is needed is a formal vision of what the new downtown would look and feel like. The photo above is of a recently constructed series of buildings in a different community. Crescent City has the land and infrastructure to emulate dozens of buildings similar to the image above. Or, Crescent City's revitalized downtown could look entirely different. It all comes down to what the community wants to envision, which will require a strategic process. There may be faster ways to stimulate the revitalization of downtown, but ultimate success may require a formal visioning process. This recipe lays out some options.

Directions

1. Embrace the pain and shift your attitude:
 - a. The community wants a better downtown right now! We don't want to take the time to "plan" something new. We just want something new right away. Another way of saying this is that the community wants the "product" of a well-planned downtown but not the "process" that is required to get there.
 - b. Too bad. Don't waste your time wishing for miracles. This approach is going to take time. Revitalizing a depressed downtown is an arduous journey. For a good product, you are going to need a good process. And the

“pain” of a long-term planning process can be a good “product” in itself if you go about it in the right way, with community visioning, great conceptual drawings, and youth engagement.

- c. Don’t get stuck in negative thinking and don’t dwell on past failures. Has the City tried and failed in the past? If so, is that where you are going to stop? Every successful community has had failures, but those that succeed do not stop at failure. Instead, they push past failures and stop at success. And accept the fact that those successes took time, commitment, and patience.
2. Broaden the area that is considered Downtown. See the next recipe. Perhaps what has been missing all along is critical mass.
3. Evaluate the options. Planning for and envisioning downtown can take many forms, such as:
 - a. Specific Plan (which is like a concentrated General Plan for one part of town), for example:
 - i. [Napa Downtown Specific Plan](#)
 - ii. [Downtown San Mateo Specific Plan](#)
 - iii. [Roseville Specific Plan](#)
 - iv. [San Rafael Downtown Precise Plan](#)
 - b. Area Plan (also known as a Community Plan; very similar to a Specific Plan, but not as detailed)
 - c. Standard General Plan Update (maybe sufficient for this case, but may lack the detail needed)
 - d. Downtown Strategic Plan (for example: [Downtown Evanston Plan](#) or [Grants Pass Urban Renewal Plan](#))
 - e. Comprehensive Visioning Process or Master Plan, for example:
 - i. [City of Los Altos Downtown Vision Plan](#)
 - ii. [The University of Georgia Renaissance Strategic Visioning and Planning Process](#)
 - iii. [Grand Ave Escondido Vision Project](#)
 - iv. [Downtown Long Beach Vision 2020](#)
 - v. [Downtown Los Altos Vision Plan](#)
 - vi. [Downtown Evanston Visioning Process Final Report](#)
 - vii. [Titusville Downtown Master Plan](#)
 - f. Community Design Charrette
4. Of all of the above, a Specific Plan is likely the most useful document in the long run, but is likely to be at least \$100,000 and probably more. Fortunately, this is a good investment as it includes comprehensive infrastructure analysis and planning, financial planning, and a substantial amount of CEQA pre-permitting for future development. The more pre-permitting generated by the City, the more likely it is that developers will be interested in building the City’s vision. A much cheaper visioning process is possible, but a smaller budget will not include CEQA or pre-permitting.
5. Identify mechanisms for recouping the City’s upfront planning costs. This typically takes the form of a development fee for new construction in downtown to pay for the planning process that made the new development possible. Call the City of Arcata Community Development Director, who has successful experience with this topic.
6. Realize that image is everything in downtown development, including the process. Do a great job of communicating with the public, property owners, and business owners.
7. Seek grants. The City has exhausted all current grant opportunities that could fund this effort (such as SB2), but more will arise in the coming years.
8. Budget for this. Set aside a certain amount of money each year.
9. Once the process begins, be bold. Think of big buildings, full urban design with a “street wall” (or buildings at the back of the sidewalk), no parking requirements, and dense upper floor residential units.
10. See the recipe regarding “City-owned Property Strategic Plan.” This can be accomplished through this recipe.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Consultant

Budget Required

\$10,000 (for a basic visioning plan) to over \$200,000.

Districts Served

Downtown district



8B: Plan for Substantial Downtown Housing Growth

Ingredients

- See previous recipe

Time Required

See previous recipe

Description

The generation of housing is Crescent City's best opportunity for economic growth. Yet, there is very little space in the City left to create more housing. The best opportunity is within the area shown in the image above, which an expanded vision of "Downtown." This recipe outlines motivations for expanding the definition of "downtown" and then increasing the amount of housing in this area.

Directions

1. Embrace housing as economic development: The generation of a meaningful amount of new housing is the single best opportunity for economic growth in Crescent City. So many of the City's other economic development goals could be achieved and boosted by a surge in housing growth. Though, opportunities for substantial growth of single-family

ECONOMIC DEVELOPMENT ACTIONS

residential development is limited in the City. The late 20th century cul-de-sac subdivisions that we have come to think of as the only “real” type of housing has consumed all the space that it can. There is very little room left in Crescent City to build single-family residential developments. If the City is to create more housing into the future, then a new paradigm is needed. Multi-story high density development in Crescent City’s downtown is by far the best opportunity to produce a meaningful amount of housing. Construction of cheap featureless fourplexes are not likely going to be a satisfying solution to the community. Many people resist the form of multi-family apartment complexes that have been built over the past several decades. Perhaps instead, the community would be more satisfied with quality mixed-use downtown development, with buildings at the back of the sidewalk, retail stores on the corners, and excellent pedestrian infrastructure.

2. Expand the boundaries of Downtown: The City’s current zoning is old fashioned and limiting. The C1 and CW zoning districts are extremely small. For instance, the C1 “downtown” district is less than a dozen City blocks, but could be well over 75 blocks (see conceptual map above). The CW (Waterfront Commercial) could be absorbed into this envisioned Downtown district. So, expand the boundary, substantially increase the development standards (FAR and building height), make all mixed use development principally permitted, and embrace the potential for the type of development that would be necessary for downtown to become the type of place that the community and visitors would celebrate.
3. Calculate the potential for growth. A quick analysis of vacant and underutilized parcels in the expanded downtown (shown in the image above) could easily produce 30 to 60 new multi-story buildings and 1,800 new housing units. With an average of 2.3 people per housing unit, this would be over 4,000 new City residents, all of whom would live within a five-minute walk of the core downtown. If each of these new units had an annual household income of \$36,000, that would be \$64,000,000 of new payroll generated. If each of those households spent \$130 per month eating out, they would collectively spend nearly \$3,000,000 per year in local restaurants alone. Is 1800 units too many? Work with Council and the community to determine how much would be the right amount.
4. Through a General Plan Update and/or Specific Plan, modify the boundaries of downtown, the development standards, and the permitted uses. Be ambitious.



Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Consultant

Budget Required

See previous recipe.

Districts Served

Downtown district





DOWNTOWN ENHANCEMENT

Envisioning
& Planning
Strategy

8C: Start with One Block

Ingredients

- Volunteers

Time Required

400 to 800 hours of staff time

Description

Completely revitalizing downtown feels like an overwhelming task. The two recipes above outline an expensive, lengthy, and complex process for planning for district-wide revitalization. Perhaps there is a faster and easier way by focusing on one block at a time. Several non-profits and professional firms specialize in a process known as the “Better Block” strategy, which is a strategy that attempts to initiate a new vision and stimulate momentum for an entire district by pouring energy into a single strategic block in a concentrated period, such as two or three months. The project seeks to rapidly transform the selected block using low-cost temporary materials and volunteers to simulate a future scenario.

Directions

1. Review existing resources and projects by other communities, such as:
 - a. Better Block: <https://www.betterblock.org/>
 - b. Team Better Block: <https://teambetterblock.com/>
 - c. City of Vancouver: <https://www.cityofvancouver.us/ced/page/block-10-development>
 - d. National Association of Realtors: <https://realtorparty.realtor/wp-content/uploads/2017/08/Programs-Grants-Community-Outreach-Better-Block-Guide.pdf>
 - e. Livable Cities: <https://www.livablecities.org/blog/city-city-block-block-building-better-blocks-project>
 - f. AARP: <https://www.aarp.org/livable-communities/getting-around/info-2018/build-a-better-block.html>
 - g. Main Street: <https://www.mainstreet.org/blogs/national-main-street-center/2018/04/24/inspiring-a-community-and-state-to-build-a-better>
 - h. Strong Towns: <https://www.strongtowns.org/journal/2017/3/27/a-toolkit-for-creating-better-blocks>

ECONOMIC DEVELOPMENT ACTIONS

2. The first two resources above are the primary options, both of which are private firms that will require a fee. However, they also both provide free resources that allow a community to engage in the process on their own.
3. Armed with the information above, select a single block to transform. Start by surveying vacant buildings/lots and select a few candidate sites. Coordinate with local property owners to gain access to their properties for the event. Seek input from residents, businesses, and other stakeholders. Based on this evaluation, select the candidate block.
4. Establish the objectives and goals of the activity. For instance: the objective of this program is to create a series of temporary projects that will allow the community to test ideas without making long-term investments. The goals of this program are to: highlight the potential of underused properties, create low-risk opportunities for locals to experiment with business ideas, envision infrastructure changes, evaluate zoning and land use policies, encourage people to visit an area, stimulate interest in realtors/investors to buy/sell/lease vacant properties, and encourage vendors to open new businesses.
5. Public outreach. Announce the project on the City website and at a Council meeting. Begin a public engagement process by reaching out to building owners, business owners, and other stakeholders to form a team. Conduct surveys to determine what stakeholders want to see transformed. Conduct a kickoff meeting to introduce the project and garner excitement.
6. Plan and host a kick-off event, which will likely take the form of a "block party." Begin the building process a week or two prior to the before the program launch.
7. If the community doesn't like the concept, then the temporary materials are removed, and everything goes back to normal after cleanup. If the community does like the proposed change, then the vision can be implemented.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Consultant

Budget Required

\$1,500 to \$10,000

Districts Served

Downtown district

This entirely vacant block at the west end of Front Street is a great candidate as one block that could be used as a place to start with re-envisioning the future. Could the site host a large mixed-use development with market-rate and high-end housing, such as shown in the image below? The block is across from Beachfront Park and would be a remarkable location for such a development.





8D: Community Design Contest

Ingredients

- Talented community members
- Community meetings

Time Required

40 to 240 hours of staff time

Description

One way to quickly generate ideas for Downtown is to hold a design contest in which community members are encouraged to submit concepts for how they envision downtown. Participants may also provide concepts for “mini-projects” such as a downtown bathroom (such as in the image above). This recipe presents some options for establishing a Community Design Contest Program.

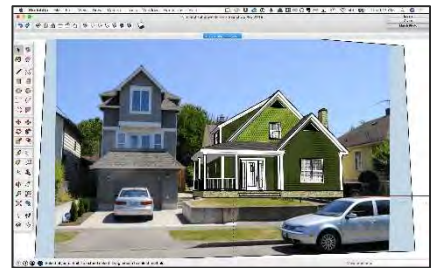
Directions

1. Define the program. Here are a few ideas:
 - a. The City is seeking community-generated ideas for how to improve/enhance downtown. The City will accept big grand ideas and small simple ideas.
 - b. From September through December, the City will accept design concepts. Designs may take the form of hand-drawn sketches, computer simulations, plan view concepts, digital 3D models, photo simulations, a photo collage, or physical models.
 - c. The City will issue \$500 dollar awards for each of the following categories:
 - i. Best youth concept (ages 18 and under)
 - ii. Best short-term or small-scale concept
 - iii. Best long-term or big-picture concept
 - iv. Most creative concept
 - d. Submittals will be judged by a selection panel appointed by City Council.
 - e. The City will provide resources to help community members generate concepts.
 - i. A list of basic measurements (sidewalk widths, street widths, block lengths, etc).
 - ii. Georeference aerial image and GIS layers for individuals interested in creative digital models/concepts.



ECONOMIC DEVELOPMENT ACTIONS

- iii. A base model for SketchUp (free digital software program).
- iv. A four-hour community education workshop hosted by the City and a local engineer/architect regarding how to download and use free digital modeling software, such as SketchUp.
- v. A four-hour community education workshop hosted by the City and a local engineer/architect regarding how to hand draw conceptual buildings and downtown improvements.
- vi. A day-long community workshop hosted by the City and a local engineer/architect in which computers, pencils, papers, rulers, and other materials will be provided to anyone that wants to use them to generate concepts.
- f. At the end of December, the City will compile all submitted concepts and distribute them to the review panel.
- g. In January, the review panel will review and score all submittals.
- h. In February, the City will host a big party to reveal all the concepts, announce winners, and issue awards.
2. Present this concept to the City Council to get feedback and approval. Modify the program per Council feedback.
3. Announce the program. Recruit participation from the general public, organizations, business, and educational institutions (such as the Del Norte School District, CR, and HSU). Request assistance from partner organizations to get the word out.
4. Use the award ceremony as a community visioning session to launch a bigger effort towards re-envisioning downtown.



Which goals are addressed?

8. Focus on efforts to enhance downtown.

Budget Required

\$2,000 to \$5,000

Who can make this recipe?

- City staff
- Consultant

Districts Served

Downtown district



DOWNTOWN ENHANCEMENT

Envisioning
& Planning
Strategy

Recipe 8E: Keep Public Buildings Downtown

Ingredients

- Relationships
- Phone calls

Time Required

8 hours per year

Description

This one is simple. Work with the County, Library District, and other government entities to ensure that all current and future public buildings remain downtown. It would be detrimental to Crescent City if the County moved its operations to a strip mall setting on the north side of town.

Directions

1. City Council members and/or the City Manager to maintain an on-going relationship with the decision-makers that plan for long-term facility planning.
2. Advocate for public buildings to stay downtown.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

Downtown

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8F: Downtown Arts District

Ingredients

- Coalition building
- State application

Time Required

40 to 80 hours

Description

In 2015, Assembly Bill 189 established the California Cultural Districts program, which includes a competitive process through which the State recognizes and promotes designated "Cultural Districts" throughout the State. A Cultural District, as outlined by the program, is a well-defined geographic area with a high concentration of cultural resources and activities. A primary objective of the program is to utilize State resources to help grow and sustain authentic grassroots arts and cultural opportunities, increase the visibility of local artists and community participation in local arts and culture, and promote socioeconomic and ethnic diversity. In 2017, the State selected 14 districts for a period of five years. In 2022, the State will once again hold a competitive process. While the competition was fierce, Eureka was able to become one of the districts. Crescent City could try to compete in the next round. Even if the City doesn't win, just the effort alone could be good for the City.

Directions

1. Visit the State website and review the program in detail: <https://www.caculturaldistricts.org/>.
2. Establish a coalition of organizations to evaluate possibilities for transforming Downtown in such a way that would make Crescent City competitive. Work with the coalition to implement various ideas. Explore branding options in preparation for grant application.
3. Pass a Resolution by City Council designating a specific portion of the City as an Arts District or Cultural District.
4. Request assistance from the State program in preparation of an application.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

Downtown

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DOWNTOWN ENHANCEMENT

Recipe 8G: Library Enhancement Plan

Ingredients

- Relationships
- Grant programs
- City planning processes

Time Required

16 to 24 hours

Description

The Crescent City Library (owned and operated by the Del Norte County Library District) is an absolute treasure and an undeniable asset to the community. The library recently got a makeover and is actively engaged in many ambitious projects. Is there anything the City can do help the library grow and/or to help the District further its mission? This recipe is about supporting growth and development of the library.

Directions

1. Request a meeting with library staff or board members. Ask how the City can help.
2. Assist with seeking and writing grants. Write letters of support.
3. Offer to contribute funding for a "Library Enhancement Plan" or "Strategic Plan." Seek matching funds from the County, Chamber, and other organizations.
4. Invite library staff and/or board members to play a prominent role in re-envisioning Downtown Crescent City, in the General Plan update process, and other important City planning processes.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff

Budget Required

\$0 to \$10,000

Districts Served

Downtown

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DOWNTOWN ENHANCEMENT

Envisioning
& Planning
Strategy

Recipe 8H: Enhanced Infrastructure Finance District

Ingredients

- EIFD regulations
- Resolution
- Financing tools

Time Required

400 to 800 hours of staff time

Description

The State established a new mechanism for local jurisdictions to create stand-alone districts that can divert property tax revenues to fund infrastructure improvements. A very similar tool are "Community Revitalization and Investment Authorities" (CRIA). This recipe is about evaluating this potential tool for Crescent City's downtown.

Directions

1. Request from the County a comprehensive breakdown of property tax allocations for Downtown Crescent City. This should come in the form of a list of all the entities to which property taxes are allocated and their relative allocation amounts. Also request information regarding the total annual amount collected in the Crescent City Downtown (as defined in the recipes above and in the "District" section of this document). It is likely that somewhere over 50% of the total allocation is eligible for this concept.
2. Conduct some self-education regarding Enhanced Infrastructure Finance Districts (EIFDs) and Community Revitalization Investment Authorities (CRIAS). See these sites: <https://caled.org/how-to-create-an-eifd/>; <https://caled.org/wp-content/uploads/2019/07/CALED-TIF-Primer-3-17.pdf>;
3. Basically, this is how an EIFD works (summarized from this source -):
 - a. An EIFD is a designated area that diverts property tax revenues from certain government entities (such as the County) for a set period of time in order to fund designed infrastructure projects such as roads, water utilities, harbor projects, parks, libraries, flood control, etc.

ECONOMIC DEVELOPMENT ACTIONS

- b. Costs eligible for EIFD financing include construction, acquisition and rehabilitation costs, as well as planning and design expenses. An EIFD cannot pay for maintenance, routine repairs, or operations. An EIFD cannot acquire or sell property itself, and cannot use eminent domain, but it can finance acquisition of property by others.
 - c. A Crescent City downtown EIFDs would be able to collect property tax increment from the County and special districts, but only if each entity voluntarily agreed to contribute funds. Each entity may agree to contribute all or part of their tax increment to the EIFD. The EIFD could not collect tax increments from the school district. For other entities to participate, a finding must be made that the development and financial assistance are of communitywide significance and provide significant benefits to an area larger than the area of the district, which would be easy in this case if the funds were used to improve Downtown Crescent City.
 - d. There are three primary steps required to form a district:
 - i. Resolution of Intention by the City Council forms a Public Financing Authority (PFA) to govern the EIFD process. Copies of the notice are sent to district landowners and the other taxing agencies.
 - ii. An Infrastructure Financing Plan (IFP) is then prepared by the PFA and sent to district landowners and the other taxing agencies for review. The IFP is the heart of the EIFD formation process, serving as a detailed business plan for carrying out the work of the district.
 - iii. The PFA holds a noticed public hearing where the Infrastructure Financing Plan is adopted and the EIFD is created. If there are other participating agencies, each member agency must pass its own resolution of approval. No public vote is necessary to create the EIFD.
 - e. The EIFD is a separate legal entity. This separate structure would insulate the City (and County) from liability for contracts and bonds of the EIFD, because a debt of the district is not a general obligation of the city, county or special district participating in the EIFD.
 - f. Once the district is established, the financing becomes too complex to outline here. Effectively, the district generates tax increment revenue, assessments, Mello-Roos special taxes, loans, and/or bonds.
4. Once key City staff have a basic understanding of how this tool could work and once the City has acquired basic tax information from the County, crunch some numbers and generate a basic concept. What could the City do if the County allocated 50% of its revenue from the district and if the City allocated 100% of its revenue? Examples include:
- a. Full implementation of Beachfront Park Master Plan and Front Street Improvements.
 - b. A Downtown Specific Plan (see Recipe above) and the necessary roadway projects, pedestrian improvements, and infrastructure upgrades to make the plan feasible.
 - c. A massive new civic complex that includes a new City Hall, civic center, parking garage, substantially upgraded library facility, and other related uses.
 - d. A trail network through Elk Creek.
 - e. Note that since the Downtown Crescent City area is also an Enterprise Zone, the City/County can use the EIFD as a collateral inducement for private sector investment driven by the federal tax benefits of the Opportunity Zone.
5. Preliminary meeting with potential partners:
- a. Meet with each of the entities that are eligible to participate in this program. This would include the County, Harbor District, Library District, and others. The County and Harbor District are likely the most important potential partners.
 - b. Explain the concept(s) to them and basic numbers. How much could be generated annually and what would the City propose to do with the funds?
6. If the numbers look favorable and the partner agencies are interested, hire a consultant to assist with the process of establishing the district.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
6. Pursue infrastructure improvements as a form of economic development
8. Focus on efforts to enhance downtown

Budget Required

\$0 (staff time only), especially for the early stages of analysis; could require a consultant for \$10,000 to \$50,000

Who can make this recipe?

- City staff
- County staff
- Other special districts

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Public Waterfront districts.

Recipe 8I: 2021 Vacant Property Leadership Institute

Ingredients

- Attendance of a training program

Time Required

40 to 80 hours

Description

Downtown Crescent City has a high vacancy rate. Perhaps City staff can learn from experts about strategies to reverse this trend by attending a training program.

Directions

1. Review the 2021 Vacant Property Leadership Institute Program here: <https://www.nlc.org/initiative/2021-vacant-property-leadership-institute/>
2. This is an intensive four-day training hosted by Center for Community Progress and National League of Cities.
3. The program brings together leaders from cities across the country to develop and hone systems-based approaches to addressing property vacancy, abandonment, and deterioration. Participants learn to better understand the interconnected causes of vacant properties, assess and reform systems at the local level that contribute to vacancy, strengthen working relationships, and develop action plans.
4. Identify a key staff member or two to attend the program and send them to the training.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
8. Focus on efforts to enhance downtown.

Budget Required

Unknown. Probably \$5,000 to \$10,000.

Who can make this recipe?

- City staff

Districts Served

Downtown

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SBDC is making a big **impact** on our local communities

North Coast SBDC is proud to be a part of the greater NorCal SBDC network and work together to support local entrepreneurs and small businesses with the tools and insights to start, grow, and pivot their businesses.

DOWNTOWN ENHANCEMENT

Sign Up for Se

Recipe 8J: Technical Assistance Training

North Coast SBDC

Vacancy Reduction Strategy

Ingredients

- Relationship with SBDC and other partners

Time Required

40 to 120 hours of staff time

Description

This recipe is about vacancy prevention more than vacancy reduction. Working to keep an existing business in an existing storefront is much easier than trying to fill a vacant storefront. Therefore, it is critically important to ensure the success of downtown's existing businesses to ensure that they thrive well into the future.

Directions

1. Work with the North Coast Small Business Development Center and other partners to explore opportunities to assist existing businesses.
2. Conduct a survey of existing businesses to determine their proficiency with on-line marketing. Assess their websites and social media accounts.
3. Work with City partners to host a series of workshops and programs to coach businesses regarding setting up on-line shopping, curbside pickup, and other strategies associated with the metamorphosis of retail.
4. Work with City partners to host a series of workshops and programs aimed at other initiatives associated with downtown business retention.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff

Budget Required

TBD - \$0 to \$5,000

Districts Served

Downtown

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DOWNTOWN ENHANCEMENT

Vacancy Reduction
Strategy

8K: Vacancy Reduction Carrots and Sticks

Ingredients

- Resolutions
- Ordinances

Time Required

40 to 120 hours of staff time

Description

The City has the authority to deploy several types of regulatory and administrative measures to prevent or reduce vacancies. Some of these options are incentives ("carrots") and some are deterrents ("sticks"). The City should be cautious in deploying these alternatives.

Directions

1. Carrot – Create a program in which the City's allocation of property taxes are diverted to a competitive grant program for façade and/or interior improvements.
2. Carrot – City purchase program.
 - a. Initiate a process in which the City buys commercial properties that have chronic vacancies and then seek new buyers.
 - b. Hire architect to draw several concepts.
 - c. Pre-permit several concepts (except building permits).
 - d. Offer free building permits.
 - e. Release RFP.
 - f. Sell property with development agreement.
 - g. Optional – Pre-permit demolition of existing buildings.
3. Carrot – Commercial Fee Deferral Program: In the downtown area, refer the cost of City fees (such as business licenses and building permits) until issuance of a full Certificate of Occupancy.
4. Carrot – Expedited Permit Process: In the downtown area, create an expedited plan review process.

5. Stick – Vacant storefront registry:
 - a. With an ordinance or resolution, require owners of buildings to register vacant storefronts. As a part of the registry, require the owner to submit to the City a floorplan and contact information.
 - b. Building owners that fail to register may be fined \$500 per infraction. Dedicate this revenue towards business retention, business attraction, or downtown beautification.
 - c. Research other communities who have imposed a vacancy registry to understand challenges and successes.
6. Stick – Vacancy tax:
 - a. Initiate the process to require owners of buildings to pay a tax for holding vacant storefronts for over a certain number of months. A new tax would require a vote of the people, but could be initiated by the City.
 - b. It is possible to set up the taxing structure so that it is only triggered if the property owner fails to demonstrate a designated minimum level of effort to fill the space. Dedicate this revenue towards business retention, business attraction, or downtown beautification.
 - c. Research other communities who have imposed a vacancy tax to understand challenges and successes.
7. Stick – High-lease-rate Tax: Follow the instructions above, but targeting property owners that charge demonstrably inflated lease rates. For example, anything over 1.25x average lease rate in a given are is taxed at 4% of gross annual lease.
8. Additional resources: Review these for more ideas:
 - a. [Virginia Main Street: The Cost of an Empty Building: Calculating Opportunities Downtown](#)
 - b. [Storefront Vacancies Best Practices: Prepared for the City of Cambridge](#)
 - c. [Redeveloping Commercial Vacant Properties in Legacy Cities](#)
 - d. [Center for Community Progress: Reusing Vacant Properties](#)

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

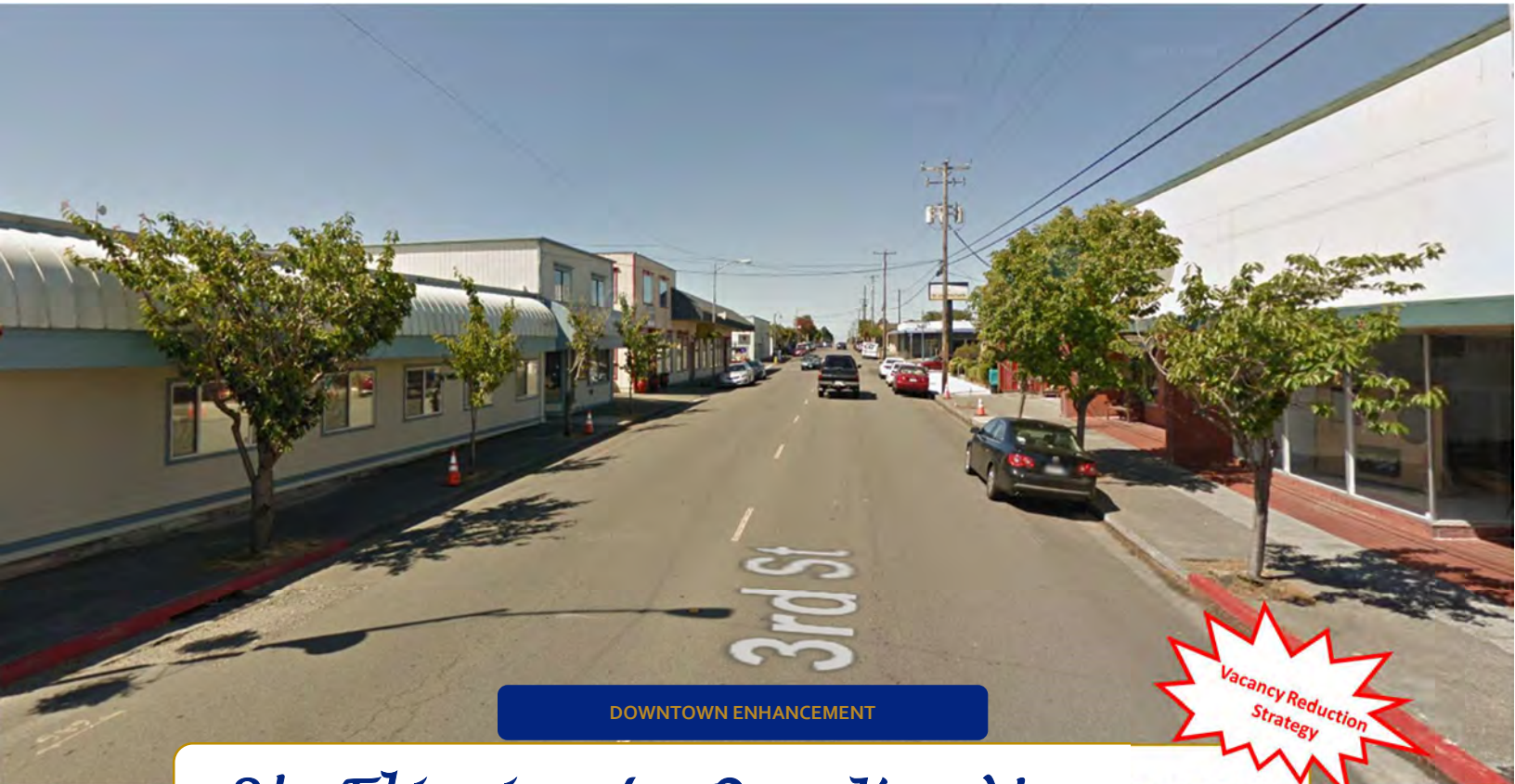
- City staff

Budget Required

\$0 (staff time only)

Districts Served

Downtown



DOWNTOWN ENHANCEMENT

Vacancy Reduction
Strategy

8L: Eliminate One Key Vacancy

Ingredients

- RFP
- Ordinance
- Vacancy Tax and Registry
- High Lease Rate Tax
- Incentives
- Marketing materials

Description

Vacant storefronts can make downtown unattractive to visitors and potential entrepreneurs. This recipe is similar to the Pop Up Retail Program recipe, but is focused on a single site. This can be used as a case study for a single vacancy in downtown and applied and adjusted to other vacancies, modifying the process through experience. This is an opportunity to make downtown more attractive to visitors and potential entrepreneurs.

Time Required

40 to 160 hours

Directions

1. Identify a key vacancy. Which currently-vacant storefront would be the biggest win? Which vacancy has the most negative impact? Aim to fill the largest vacancy in terms of square footage or the most prominent vacancy that looks the worst from the street.
2. Contact the property owner and negotiate a low-cost two-year lease for the space. Consider a Facade Grant for vacant storefront properties that host a pop up.
3. Months 1 through 3:
 - a. City begins to hold meetings and events in the space to showcase the potential for new businesses.
 - b. City recruits businesses to donate supplies to fix up space. New molding will go a long way.
 - c. City recruits community members to fix up space. New paint will go a long way.
4. Months 3 through 6:
 - a. City hosts events in space to "activate it" and to get people excited about the idea of new businesses in the location.
 - b. City issues a Request for Proposals to prospective businesses. Businesses may propose to have the City subsidize their rent for several months. City may provide a range of incentives to encourage start-up businesses to take a

risk. Incentives may include: waiving utility connection fees, subsidizing all or a portion of rent, waiving building permit fees, paying for contracting if contractor volunteers at cost, and recruitment of community donations or discounts.

- c. City to select a winning business.
5. Months 7 through 18:
 - a. Connect the business with the SBDC to refine their business plan.
 - b. City assists business with move-in and advertisement costs.
 - c. Provide "free" Square Pay or similar payment Mobile Point of Sale to pop-up retail businesses and art-based businesses that fill a vacant store (ask Square, or similar, to provide to the city for free).
 - d. City, the SBDC, the Chamber, and/or volunteers assist business with book-keeping.
6. Months 18 through 24: City prepares business to take-on a new lease at month 24.
 - a. Continue to provide coaching and assistance.
 - b. Continue to provide incentivizes if needed.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- Volunteers
- SBDC

Budget Required

\$12,000 to \$24,000 per year for two years.

Districts Served

Downtown



DOWNTOWN ENHANCEMENT

Vacancy Reduction
Strategy

8M: Pop Up Business Program

Ingredients

- Businesses
- Vacant Storefronts
- Galleries/Event Spaces

Time Required

40 to 160 hours

Description

A pop-up is a temporary retail business that temporarily operates in a modest space either to explore a business idea or to create a marketing buzz for a product. A pop-up space is a temporary retail venue that serves pop up businesses. The space could be a sample sale one day and host a private cocktail party the next evening. A “pop-in” is a small business that temporarily locates inside an existing business. There are various benefits to pop-ups such as marketing, testing products, trying locations, and creating low-cost ways to start a business. There are also advantages to pop-up spaces, such as interviewing several potential renters over a short period of time. Allowing a business to briefly occupy a vacant retail location activates the unused space, provides the community with a destination, and enables entrepreneurs to explore the economic viability of their service or product. Pop Up businesses often result in permanent business establishments. Some cities are subsidizing pop up programs in order to stimulate the creation of small businesses and to fill vacancies (at least temporarily).

Directions

1. Review the programs of other communities:
 - a. <https://www.choosesantacruz.com/information-for-businesses-in-response-to-covid-19/downtown-pops-pilot-program>
 - b. <https://downtownpittsburgh.com/what-we-do/project-pop-up/>
 - c. <http://www.revolvedetroit.com/>
 - d. [Ground Floor Pop-Up Toolkit](#)
 - e. [The Pop-up Primer: The ultimate guide to create your own creative placemaking project and activate your storefronts](#)
 - f. [Pop-Up Program Development Lessons Learned and Best Practices in Retail Evolution](#)
2. Review this concept with City Council. Determine if there is budget to allocate to this program.
3. Permitting and Programming.
 - a. Amend/create policy to allow pop-up business programs and streamline permitting process.

- b. Determine what kind of permits are needed for this program, then see if they can be eliminated or simplified.
 - c. Create a welcome packet for new businesses.
 - d. Identify point person at the City to act as the permitting liaison.
 - e. Identify partners to coordinate with the City on this program.
4. Site Analysis.
 - a. Identify vacant storefront locations and galleries/event spaces for the pop-up business program to take place.
 - b. Identify business owners willing to have pop-in stores located in their permanent store.
 - c. Create a map and excel spreadsheet with location and property contact information.
 - d. Ensure properties are up to code and safe for people to enter.
5. Request for Proposal process:
 - a. Establish program objectives (such as stimulate the creation of new businesses or to fill vacant spaces).
 - b. Through the program, the City enters into a master lease with a number of local commercial property owners providing a guaranteed minimum rent and then sub-leases these spaces to aspiring businesses. Under the master lease concept, the City provides owners with a guaranteed minimum rent, which would be then be supplemented by a percentage rent paid by the sub-tenant.
 - c. Encourage proposals that enhance the streetscape and social environment of the surrounding area.
 - d. Establish minimum hours of operation.
 - e. Release RFP and select winning businesses.
6. Outreach.
 - a. Promote Pop Up Business Program to property owners, businesses, and the public.
 - b. Consider latching Pop Up Business Program to an existing community event, such as a Farmer's Market.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- Volunteers
- SBDC

Budget Required

\$50,000 to \$250,000

Districts Served

Downtown



8N: Downtown Business Startup Incentive Program

Ingredients

- Incentives
- Promotion

Time Required

TBD

Description

The Downtown Business Startup Incentive Program is designed to encourage entrepreneurs to establish businesses within Crescent City's downtown. A thriving downtown includes tenant spaces that are filled with an array of businesses. By providing incentives, businesses are more likely to locate in downtown, which will enhance the downtown and fill any vacant tenant spaces.

Directions

1. Consider the following incentives:
 - a. Free business license for first two years of starting a new business downtown.
 - b. For first two years, tenant receives rebate of city-portion of property tax (try to get the County to do the same) (offer to existing businesses with application process).
 - c. City loan or grant program for tenants of top 5 most critical spaces.
 - d. Provide "free" Square Pay or similar payment Mobile Point of Sale to pop-up retail businesses and art-based businesses that fill a vacant store (ask Square, or similar, to provide to the city for free).
 - e. Consider a Facade Grant for vacant storefront properties who host a "pop up."
 - f. Create sales tax rebate program, which could include a range of options, such as:

ECONOMIC DEVELOPMENT ACTIONS

- i. 20% rebate on sales tax for first two years for businesses that sign “neighborhood beautification agreement.”
 - ii. 20% rebate on sales tax for first two years for businesses that stay open during target days/hours.
 - iii. 20% rebate on sales tax for first two years for businesses that fill specific designated spaces.
 - iv. Develop two other options that will allow businesses to get to 100% rebate.
2. Review the programs of other communities, such as:
 - a. [Santa Ana Small Business Incentive Program](#)
 - b. [Veneta Oregon Business Assistance Incentive Program](#)
 - c. [City of Hanford Innovative Incentive Programs](#)
 - d. [Rocky Mounty Incentives](#)

Which goals are addressed?

5. Establish programs that retain, attract, and create jobs
8. Focus on efforts to enhance downtown

Who can make this recipe?

- City staff

Budget Required

TBD

Districts Served

Downtown



80: Recruit a Downtown Anchor Tenant

Ingredients

- TBD

Time Required

TBD

Description

An anchor tenant is a well-known large-scale business whose presence attracts enough customers to benefit other nearby businesses. Large anchor tenants can occasionally be found in downtown settings, but are typically required to conform to downtown urban design standards. This recipe is about attracting an anchor tenant to Downtown.

Directions

1. This one is a bit of a longshot if attempted independent of some of the other recipes. However, it is possible that the relatively affordable lease rates, abundance of parking, and availability of numerous leasable spaces could appeal to a major retail or entertainment business.
2. Contact a firm that specializes in recruiting large commercial businesses and discuss this concept with them.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- Volunteers
- SBDC

Budget Required

TBD. Likely over \$5,000 to \$10,000

Districts Served

Downtown

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8P: Allow Etailers and Refractors

Ingredients

- Municipal code amendment

Description

This recipe provides a simple strategy for reducing downtown vacancies by allowing two new use types.

Time Required

24 to 36 hours.

Directions

1. An "Etailer" is a retailer selling goods via electronic transactions on the internet. Typically, these are small businesses that sell entirely on-line instead of having a storefront. They produce a limited amount of goods, sell them on-line, and then ship them direct to customers. It is very likely that several etailers are operating in Crescent City from their homes (home occupation permits). It is also likely that the City would not currently allow such a business to operate downtown as it would not be an allowed use. However, the City could allow such businesses to occupy downtown storefront with the intent of lower the vacancy rate. Create a code amendment to allow etailers as a type of business. Consider requiring them to have a faux storefront so that retail spaces at least appear to be occupied. According to several retail studies, etailer storefronts are becoming more common in urban centers. When such a business opens a storefront, they are called "clicks-to-bricks retailers" or showroom retailers. These are locations where customers only try on or inspect products that are then shipped to their homes after purchase.
2. A "refractor" is a manufacturing business with a micro retail storefront. Currently, manufacturing is not allowed downtown. Allowing manufacturing businesses could be a means of reducing vacancies. In exchange for allowing manufacturing uses downtown, business can be required to create a faux storefront or a micro retail storefront for the privilege of being downtown. This model is not too dissimilar from a brewery that produces beer and has a restaurant. In some cases, the brewery portion of the building can be substantially larger than the customer facing portion of the building, even in prominent commercial areas.
3. Incentivize/attract "etailers" and "Refractors:"

ECONOMIC DEVELOPMENT ACTIONS

- a. Recruit businesses that mostly sell online to move into a retail space and set up a store front.
 - b. Go through all home occupation permits and identify candidates for storefronts.
 - c. City provide subsidy through a competitive program. The City will pay your lease for the first year if you spend \$10,000 for a new storefront in downtown.
4. Hold educational fair where businesses with an HOP can also sell their products at the fairgrounds. Discuss topics such as business coaching and best accounting programs during this two-day event. Partner with SBDC.

Which goals are addressed?

3. Simplify and streamline regulations to stimulate and ease economic development activities
5. Establish programs that retain, attract, and create jobs
8. Focus on efforts to enhance downtown.

Budget Required

\$0 to \$10,000

Who can make this recipe?

- City staff
-

Districts Served

Downtown



8Q: Highway 101 Improvements through Downtown East

Ingredients

- Caltrans relationships
- Caltrans manuals/programs
- Public meetings

Time Required

Many years of staff time

Description

Per the Economic Development Districts (see page 12), there are strategic advantages to branding a new “Downtown East” district that spans from Front Street to 9th Street and includes K Street, L Street, and M Street. US 101 transitions to a one-way-couplet within this district and constitutes L Street and M Street. While these two roads serve as the primary gateway for visitors to the City’s downtown, the right-of-way of these two streets is owned and operated by Caltrans as a freeway through town designed primarily to move vehicles through the City. Traffic flow has been the primary directive. Caltrans has not heavily invested into making these two streets vibrant, pedestrian friendly, avenues worthy of a downtown. Fortunately, Caltrans has evolved in recent years and would likely be a very supportive partner in re-envisioning Downtown East. This recipe outline ideas for how to work with Caltrans to make improvements to L and M Streets.

Directions

1. Review Caltrans programs and policies related to highways through small towns:
 - a. Main Street: A Guide for Improving Community and Transportation Vitality: https://dot.ca.gov/-/media/dot-media/programs/design/documents/main_street_3rd_edition_a11y.pdf
 - b. Chapter 29 – Landscape Architecture: <https://dot.ca.gov/-/media/dot-media/programs/design/documents/pdpm-chapter29-a11y.pdf>
 - c. Main Street California: <https://dot.ca.gov/programs/design/lap-landscape-architecture-and-community-livability/lap-main-street-california>

ECONOMIC DEVELOPMENT ACTIONS

- d. Smart Mobility and Active Transportation: <https://dot.ca.gov/programs/transportation-planning/office-of-smart-mobility-climate-change/smart-mobility-active-transportation>
 - e. Complete Streets Elements Toolbox: https://dot.ca.gov/-/media/dot-media/programs/transportation-planning/documents/fo020348_complete-streets-elements-toolbox-a11y.pdf
 - f. Community Identification: <https://dot.ca.gov/programs/design/lap-landscape-architecture-and-community-livability/lap-liv-c-community-identification>
 - g. Smart Mobility Framework: <https://dot.ca.gov/-/media/dot-media/programs/transportation-planning/documents/office-of-smart-mobility-and-climate-change/smf-handbook-062210-a-a11y.pdf>
2. The first document above is a guideline for how to go about this type of project from beginning to end.
 3. Meeting with Caltrans:
 - a. Request a meeting with the City's local assistance representative and the Director of the Del Norte Local Transportation Commission.
 - b. Discuss the City's interest in completely re-designing L and M Streets to be more livable, pedestrian friendly, bike friendly, and more aesthetic.
 - c. Discuss a range of topics, including: speed limit, right-of-way width allocations (lanes vs sidewalks, etc), raised median islands, pedestrian refuge islands, curb extensions/bulbouts, advance stop yield lines, crosswalk markings, alternative intersection designs, designs for bicyclists, on street parking, sidewalk considerations, street trees, light standards, pedestrian-scale design, street furnishings, transportation art and community identification, gateway monuments, and other topics.
 - d. Discuss project steps, timelines, and phasing options.
 4. Following the meeting, you will need to follow Caltrans's lead and complete the steps determined by the State.
 5. Push for some early wins, even if they are small.
 6. Somewhere in the process Caltrans will likely facilitate public meetings. Be sure to push for involvement in that process to ensure maximal public engagement.



Which goals are addressed?

8. Focus on efforts to enhance downtown.

Budget Required

TBD.

Who can make this recipe?

- City staff
- County staff
- Del Norte Local Transportation Commission
- Caltrans

Districts Served

Downtown East



8R: Hanging Flower Basket Program

Ingredients

- Partnerships
- Volunteers
- Donations
- Standards

Time Required

TBD

Description

Hanging flower baskets are decorative living plants placed in a vessel that is suspended from chains, ropes, or other materials on the street-side of commercial buildings. They allow areas with limited natural space (such as a downtown) to have fresh-grown living plants and flowers. They are also an easy way to provide a visual identity for a district while adding color, vibrancy, and a sense of community pride. The baskets themselves are usually made of wire and filled with a substance like burlap or some other growing medium. This is a simple and impactful way to partner with and involve the community in beautifying their spaces.

Directions

1. Review the programs of other communities:
 - a. <https://sunburyrevitalization.org/events-programs/market-street-hanging-flower-baskets/>
 - b. <https://downtowncambridge.com/wp-content/uploads/2021/01/2021-Flowerbasket-donor-form.pdf>
 - c. <https://www.downtowncottagegrove.org/hanging-baskets>
 - d. <https://bainbridgedowntown.org/2021-flower-program/>
 - e. <https://www.grantspassoregon.gov/1133/Light-the-StorefrontsSecurity-Camera-Pro>
 - f. <https://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Parks/Documents/Hanging Baskets Brochure.pdf>
 - g. <https://www.purdue.edu/hla/sites/yandandgarden/wp-content/uploads/sites/2/2016/10/HO-126.pdf>
 - h. <https://www.uky.edu/ccd/sites/www.uky.edu.ccd/files/hangingbaskets.pdf>

2. Call to Partners. Identify partners to lead this project.
 - a. Reach out to local community groups to determine their interest in collaboration.
 - b. Try to recruit the Chamber of Commerce and/or Downtown Divas to lead this project.
 - c. Consider reaching out to local garden clubs and hardware/garden nursery businesses.
 - d. Engage youth and/or the school district to get involved.
3. Establish standards: Select one or more pre-approved standard versions for each of the following: hardware mounting brackets/systems, baskets, plants, mounting height, mounting requirements for various types of walls, etc. Ensure that the standards comply with reasonable safety measures.
4. Establish a new encroachment permit for hanging flower baskets. Make these permits free and easy, but require compliance with standards established above (for safety reasons).
5. Identify Locations. Coordinate with team to identify potential locations for hanging baskets. Consider hanging them near storefronts or on light poles. Determine how many hanging baskets are feasible/desirable. Between 20 and 40 is likely a good target for Crescent City.
6. Raise money, seek donations, and recruit volunteers:
 - a. Coordinate with one or more local hardware stores to receive discounts on materials and/or plants.
 - b. Reach out to sponsors to cover material costs. Building owners and business owners can sponsor a basket and have it hung near their business and/or on their building. Based on the locations identified above, communicate directly with the targeted business/building locations.
 - c. Set up a system for seeking and accepting donations from the community. Donations could range from \$25 to \$250. Consider allowing each basket to serve as a memorial or tribute. If a non-profit (such as the Chamber) accepts the donations, then they may be tax deductible.
 - d. Consider a City funding matching system.
 - e. Recruit volunteers to plant, install, and/or maintain the baskets.
7. Installation and Maintenance.
 - a. Installation and maintenance of the baskets can be handled by volunteers at the direction of the Chamber of Commerce.
 - b. Volunteers can water, fertilize, and care for the baskets.
8. Ongoing City Support. Consider including this activity as part of an annual event where community members can participate.



Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
8. Focus on efforts to enhance downtown.

Budget Required

\$0 to \$5,000

Who can make this recipe?

- City staff
- Chamber of Commerce
- Downtown Divas
- Volunteers
- Del Norte Association for Cultural Awareness
- Del Norte Arts Coalition
- Del Norte Nonprofit Alliance

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Public Waterfront districts.



DOWNTOWN ENHANCEMENT

Beautification
Strategy

8S: Tree Well Adoption Program

Ingredients

- Partnerships
- Volunteers
- Donations
- Standards

Time Required

TBD

Description

This program can be very similar to the hanging flower basket program, but at a bigger scale. Trees in the public right-of-way can look great if well planned and well-maintained. On the other hand, poorly selected trees and/or poorly placed trees can block businesses. And poorly maintained trees can add to a sense of blight. In addition, the maintenance burden on City staff can be significant. This recipe is about lessening that burden on City staff while enhancing the look of downtown.

Directions

1. Review the programs of other communities:
 - a. Midtown Atlanta: <https://www.midtownatl.com/about/programs-and-projects/keeping-midtown-clean-and-green/tree-well-program>
 - b. Moscow Idaho: <https://www.ci.moscow.id.us/223/Adopt-A-Tree-Program>
 - c. Downtown Kansas City: <https://www.downtownkc.org/wp-content/uploads/2016/03/Tree-Well-Adoption-Application.pdf>
 - d. Eureka: <https://keepeurekabebautiful.com/>
2. Call to Partners. Identify partners to lead this project.
 - a. Reach out to local community groups to determine their interest in collaboration.
 - b. Try to recruit the Chamber of Commerce and/or Downtown Divas to lead this project.

ECONOMIC DEVELOPMENT ACTIONS

- c. Consider reaching out to local garden clubs and hardware/garden nursery businesses.
 - d. Engage youth and/or the school district to get involved.
3. Evaluate design options. There are literally dozens of possibilities, with some ready-made proprietary designs. This can also be kept to be quite simple.
4. Establish standards. Work with the City Engineer and/or local engineers to determine engineering specifications. There is a lot of room here for specific design requirements, stormwater parameters, etc. The City should set standards that minimize costs and maintenance demands while establishing a minimum base level of aesthetic design and stormwater control. Also set location restrictions, such as distances from intersections, distances from driveways, etc.
5. Establish a list of approached tree species.
6. Using the standards established above, generate a map of envisioned tree well locations. Distribute locations strategically to maximize the positive impacts of trees, both from a stormwater perspective and an aesthetics perspective. Determine if all approved tree species are allowed in all parts of the map.
7. Create an adoption system to raise money, seek donations, and recruit volunteers:
 - a. Reach out to sponsors to cover some preliminary material costs. Set up a system for seeking and accepting generalized donations from the community.
 - b. Consider a City match for each sponsor.
 - c. For individuals that want to sponsor a specific tree in a specific location, establish a standard agreement form and adoption fee. Set it up so that individuals, building owners, and business owners can sponsor specific tree well locations from the map.
8. Installation and Maintenance.
 - a. Installation and maintenance of the tree wells will likely need to be done by the City.
 - b. Volunteers can potentially water, fertilize, and care for the trees, but not the associated infrastructure.



Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
8. Focus on efforts to enhance downtown.

Budget Required

TBD

Who can make this recipe?

- City staff
- Chamber of Commerce
- Downtown Divas

Districts Served

Can be applicable in all districts but is likely of greatest value in the Downtown and Public Waterfront districts.





8T: Downtown Beautification Club

Ingredients

- Community outreach

Time Required

40 to 80 hours

Description

Many hands make light work. This recipe suggests ideas for the City or a partner agency to inspire a coalition of private citizens, businesses, and non-profit organizations to work together to engage in downtown beautification and enhancement. This is a great opportunity for community engagement and volunteerism.

Directions

1. Survey existing efforts that are already underway. For instance, the "Pride in community volunteer group" already appears to be relatively active in conducting clean up activities. Call members of that organization and request their assistance with Downtown. Coordinate with local community organizations such as the Downtown Divas or Pride in Community to determine whether they are willing to add downtown beautification as part of their mission and services.
2. Research "Adopt-a-block" programs that are popular in many other communities. These are typically founded by establishing an area of interest (such as Downtown), generating a simple website and map, and then signing up volunteers or organizations to each care for a designated block of their choice. A good program guide can be found here: <https://nndreamcenter.org/wp-content/uploads/2015/01/Adopt-A-Block-Manual-2014.pdf>.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships.
8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff
- Chamber of Commerce
- Downtown Divas
- County staff
- Volunteers

Budget Required

No additional budget would be required for staff to complete this task.

Districts Served

Downtown

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8U: Façade Improvement Program

Ingredients

- CDBG grant or General Fund
- Application materials

Time Required

40 to 80 hours

Description

Façade improvement programs help enhance the appearance of downtown buildings to reduce blight and encourage economic development. Benefits include strengthening locally owned businesses, which help keeps dollars in the local economy. A report in the National Trust for Historic Preservation's Dollar and Sense series found that: commercial building improvements resulted in an increase in sales in the year after the improvements were made; sales improvements were sustained for several years; sales increases exceeded increases in local taxes; the improvements attracted new businesses and shoppers to the target area; participants were often motivated to make additional improvements (such as to interior spaces or product lines); and owners/tenants of properties and businesses in surrounding areas were motivated to make improvements.

Directions

1. Review the programs of other communities:
 - a. <https://www.roseville.ca.us/cms/One.aspx?portalId=7964922&pageId=16261106>

ECONOMIC DEVELOPMENT ACTIONS

- b. <https://www.grantspassoregon.gov/1134/Building-Facade-Matching-Grant-Fund-Prog>
 - c. https://www.jacksonville-al.org/sites/default/files/fileattachments/commercial_development_authority/page/4461/final_facade_grant_application_and_agreement_rev_3.pdf
 - d. [https://www.cityofsanmarino.org/Facade Improvement Program.pdf](https://www.cityofsanmarino.org/Facade%20Improvement%20Program.pdf)
 - e. <https://www.placentia.org/DocumentCenter/View/5853/Old-Town-Facade-Improvement-Program-Guidelines-and-Application?bidId=>
 - f. https://www.ci.emeryville.ca.us/DocumentCenter/View/10118/Approved-Program-Guidelines_with-updated-eligibility-map?bidId=
2. Define Program Parameters, such as:
 - a. The Crescent City Façade Assistance Program provides matching grants (or rebates) for the restoration/renovation of buildings to increase the overall appearance of Downtown. The materials utilized must be for the exterior of the building and must add value to the location.
 - b. Determine eligible materials and types of improvements, such as: signs, awnings, windows/doors, paint, lighting, siding, landscaping materials, planters, trees, bushes, pavers, etc.
 - c. Determine ineligible types of projects, such as: interior improvements, design costs, business related equipment and supplies, etc.
 3. Budget allocation and funding strategy:
 - a. Determine how the program will be funded and how funds will be allocated. Funding for the program may come from the Community Development Block Grant (CDBG), the General Fund, or other sources.
 - b. The program can offer a range of grant funds, such as a minimum of \$1,000 and a maximum of \$10,000 per project. It can be required for building owners to provide a 100% match to City funds issued.
 - c. Alternatively, funding can be set up as a rebate program that provides financial assistance to cover the cost of materials and City permit fees in the form of a rebate.
 4. Create and distribute application materials to property owners in the area of interest.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

- City staff

Budget Required

\$0 (funded entirely by sponsors) to \$2,000

Districts Served

Downtown



DOWNTOWN ENHANCEMENT

8V: Phantom Art Gallery

Ingredients

- Artists
- Empty Storefronts
- Property Owners

Time Required

160 hours

Description

A Phantom Art Galley Program allows artists to display their work in empty storefronts. Vacant storefronts come alive with art in the window displays and contribute to the pedestrian environment by creating an engaging space. This minimizes blight and creates a more aesthetically pleasing environment as pedestrians walk by. Additionally, this provides some degree of marketing for the empty storefronts by making them more appealing to prospective tenants.

Directions

1. Vacant Storefront/Windows Inventory.
 - a. Define the target area.
 - b. Take inventory of all the vacant storefronts/windows in the target area.
 - c. Input information into an excel sheet and map the target area with the corresponding locations.
2. Property Owner Outreach. Reach out to property owners to see how receptive they are to having art displayed in their windows.
3. Funding and call to sponsors. Explore the idea of providing a \$100 to \$500 stipend to each selected artist. This money can either be provided by the City or by business sponsors. Invite businesses to sponsor artists and/or spaces.
4. Generate a "Call to Artists" that includes the following information:
 - a. The City of Crescent City is looking for artists to display their art in the windows of downtown storefronts. This an opportunity to showcase your art and transform empty storefronts into engaging attractions.
 - b. Art can take the form of photos, paintings, sculptures, poems on window cling, etc.
 - c. Artists are encouraged to generate art related to the identity of Crescent City.
 - d. This program is open to individual artists, teams of artists, or community groups.
 - e. Artwork must be original and may not contain advertising, sexual content, negative imagery, or political partisanship.
 - f. Window size may vary. Selected artists must be willing to adjust designs to the window assigned.
 - g. Artists interested in participating must complete an application form and provide sample art or conceptual renderings.
5. Recruiting and screening submittals:

- a. Use artist database created from the Utility Box Program to contact and invite artists.
 - b. Partner and coordinate with Del Norte Association for Cultural Awareness (DNACA) to find more artists willing to participate in the Phantom Art Galley Program.
 - c. Ask partner agencies to lead or assist with the screening and selection process. Establish evaluation criteria, such as: appropriateness of scale, form, content and design, relationship to social, cultural and/or historical identity, etc.
 - d. Establish a panel to review all submitted applications.
6. Storefront/Window Implementation.
- a. City Staff or partners match an artist with a sponsor based on availability and/or art piece.
 - b. Partners, such as DNACA or Downtown Divas, can lead project implementation by facilitating in-person coordination with artists and sponsor.
 - c. Identify contact person to pay artists.

Which goals are addressed?

8. Focus on efforts to enhance downtown.

Who can make this recipe?

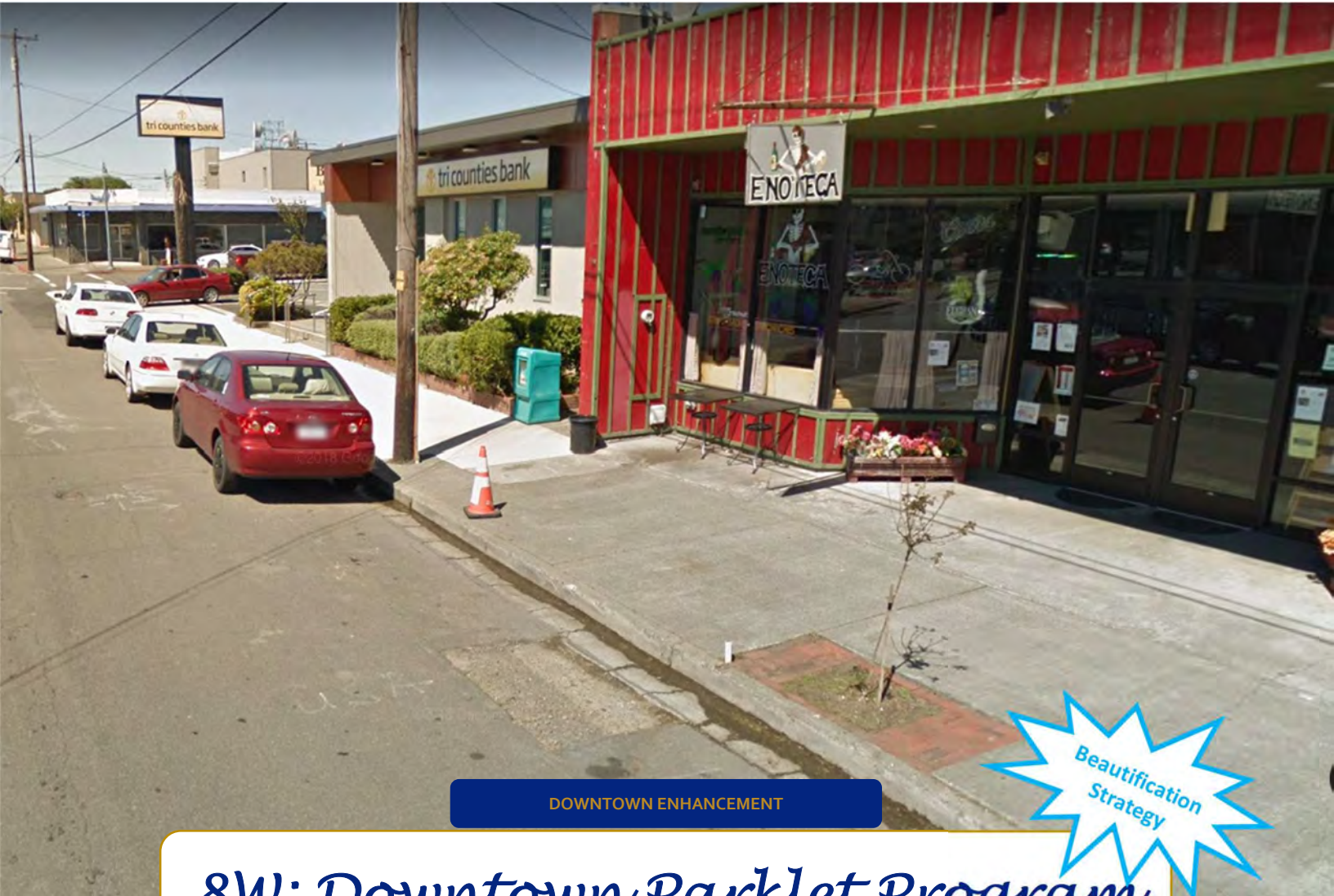
- City staff
- Chamber of Commerce
- Downtown Divas
- Humboldt Arts Council
- Wild Rivers Coast
- Chamber of Commerce
- California Redwood Arts Association
- Del Norte County Visitor Center
- Crescent Harbor Gallery
- End of the Trail Museum
- Gallery of Arts and Culture
- Redwood Mural Society
- Del Norte Association for Cultural Awareness
- Pride in Community
- Del Norte-Curry Community Concert Association
- Millsong Mercantile
- Wild Rivers Symphony
- Pacific Music Guild
- Del Norte High Music
- Del Norte Community Arts Calendar
- Del Norte Arts Coalition
- Del Norte Nonprofit Alliance
- Redwood Sightseeing Tours
- Downtown Divas

Budget Required

\$0 (funded entirely by sponsors) to \$2,000

Districts Served

Downtown



DOWNTOWN ENHANCEMENT

8W: Downtown Parklet Program

Ingredients

- Businesses
- Parking Spaces
- Site Plan
- Building Materials

Time Required

520 hours

Description

Parklets are public seating platforms that convert curbside parking spaces into vibrant community spaces. Also known as street seats or curbside seating, parklets are the product of a partnership between the city and local businesses, residents, or neighborhood associations. Most parklets have a distinctive design that incorporates seating, greenery, and/or bike racks and accommodate unmet demand for public space on thriving neighborhood retail streets or commercial areas.

Directions

1. See the programs of other communities:
 - a. Eureka: http://www.ci.eureka.ca.gov/depts/development_services/development_services_library/eurekas_parklet_program.asp
 - b. Grants Pass: <https://www.grantspassoregon.gov/1370/Dine-in-the-District>
 - c. Watsonville: <https://cityofwatsonville.org/DocumentCenter/View/14800/City-of-Watsonville-Parklet-Program-2020>
 - d. San Francisco: <https://sfpublicworks.org/services/permits/parklets>
 - e. Sacramento: <https://www.cityofsacramento.org/Public-Works/Parking-Services/Business-Services/Pilot-Parklet-Program>
 - f. Los Angeles: <https://ladotlivablestreets.org/content-landing/parklets>

- g. Morgan Hill: <https://www.morgan-hill.ca.gov/DocumentCenter/View/29188/Parklet-Pilot-Program-Manual-and-Application>
2. Initiate Parklet Planning Process.
 - a. Discuss parklet program with City Council to confirm that the Council would like to allow businesses to eliminate parking spaces in favor of outdoor seating.
 - b. Reach out to businesses potentially interested in temporary parklets.
 - c. Note: CDBG funding can be used to construct temporary parklets.
3. Draft Ordinance or Resolution:
 - a. Create Aesthetic Guidelines and mandatory design elements to ensure that each parklet is unique and that each parklet stands out as a special public space that is cool, fun, and beneficial to the overall neighborhood. Ensure that the parklets are worthy of the space they consume.
 - b. Create Geographic Limitations. Where in town will they be allowed?
 - c. Prepare Staff Report and presentation to bring to City Council explaining what a parklet is and its purpose.
 - d. Council to take action allowing the creation of a Parklet Program (or Pilot Parklet Program).
4. Create Parklet Introductory Guide and Policy and Procedures Manual: Definition of a parklet, illustration photos of parklets, sample site plans, requirements (encroachment permit, liability insurance, indemnity to City, design drawings, maintenance plan, etc), geographic limitations (such as certain streets), mandatory safety criteria, aesthetic guidelines, etc.
5. Permitting and Approval Process:
 - a. Step one: Free pre-application meeting with City staff.
 - b. Step two: Draft submittal of conceptual site plan
 - c. Step 3: Final Site Plan
 - d. Step 4: Encroachment permit and proof of insurance
 - e. Step 5: Construction
 - f. Step 6: Periodic inspections and maintenance requirements



Which goals are addressed?

8. Focus on efforts to enhance downtown.

Budget Required

\$0; This should require no cost to the City; all costs should be borne by the applicant

Who can make this recipe?

- City staff
- Local businesses

Districts Served

Downtown

SECTION 9: BUSINESS ACKNOWLEDGEMENTS

Summary

It is important to recognize the efforts of businesses for their contributions to economic development. Business acknowledgements are an opportunity to highlight how businesses contribute to their community. This section acknowledges businesses through a business of the year program, annual sustainability business award, and a shop local campaign.

Challenges and the Sources of Challenges

The time, effort, and collaboration in creating the business acknowledgements will be a challenge. However, once the programs are set up, they can be an easy way to recognize the efforts of Crescent City's businesses.

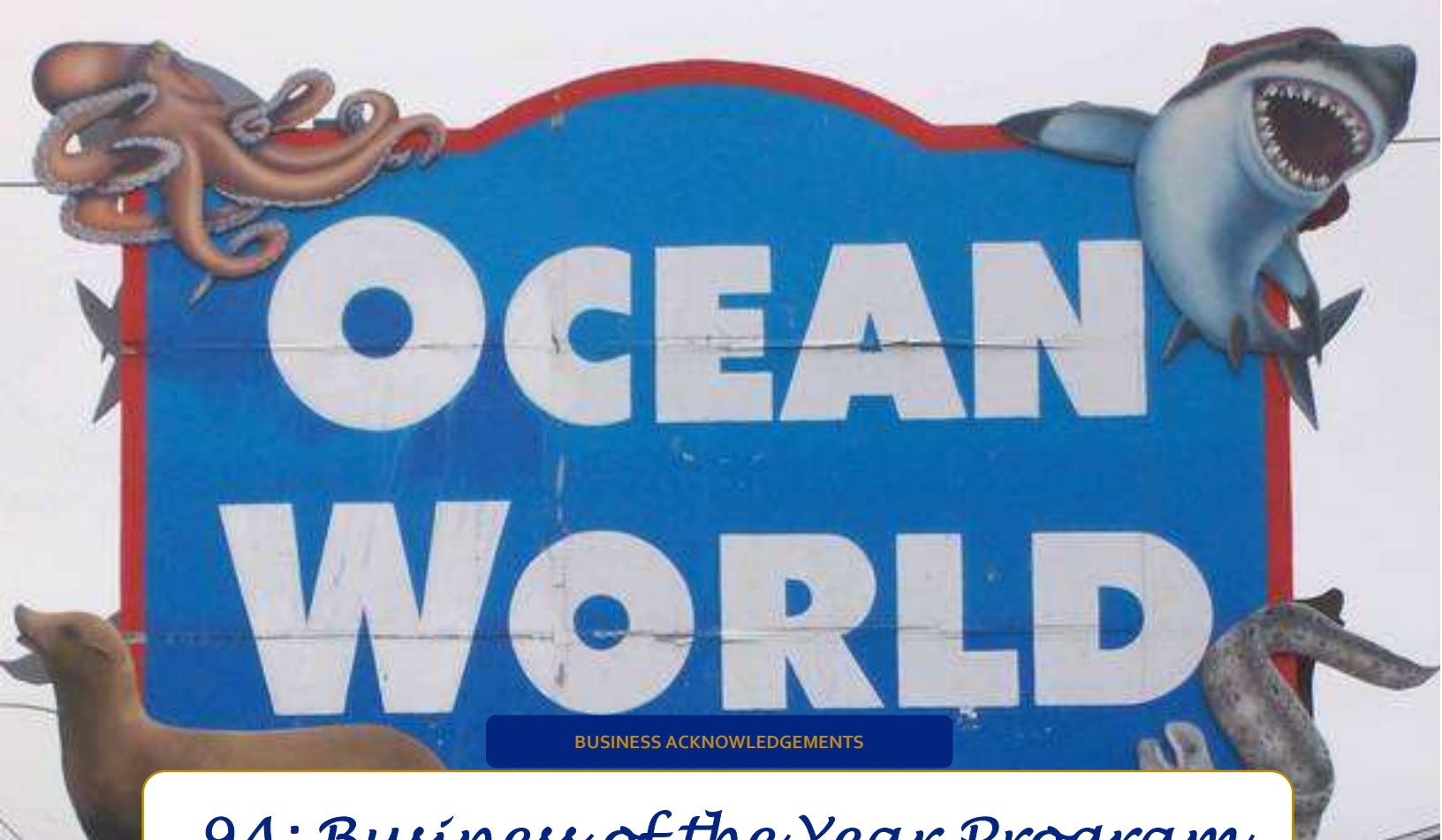
Vison of the Future

Crescent City envisions a future focused on collaborating with businesses and recognizing their efforts. Businesses are crucial to economic development and the City recognizes and values their current and future work.

Section 9 Recipes

- Recipe 9A: Business of the Year Program
- Recipe 9B: Shop Local Campaign
- Recipe 9C: Apply for Awards
- Recipe 9D: Volunteer of the month program
- Recipe 9E: "If I were Mayor contest"
- Recipe 9F: Host an Economic Development Potluck

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BUSINESS ACKNOWLEDGEMENTS

9A: Business of the Year Program

Ingredients

- Award Ceremony
- Award/Certificate
- Nomination Criteria
- Selection Criteria

Description

This recipe is about creating a program to recognize business whose accomplishments positively impact the community. This is an opportunity to showcase a business and highlight their contributions to the community. The Business of the Year will also receive publicity through City and partner resources, which will further benefit their business.

Time Required

40 hours of staff time

Directions

1. Coordinate with Chamber of Commerce to ensure the City's Business of Year Program compliments their program rather than competing with it. Find ways to promote and support one another's programs.
2. Determine program objectives. What is the purpose of the program? Is the City seeking to recognize any particular characteristic or set of values? For instance:
 - a. "Local businesses and nonprofits that exemplify the core values of innovation, resourcefulness, business collaboration, and business practices that support our community and protect the environment" (City of Arcata).
 - b. "...recognizes businesses for their volunteer work, community involvement, commitment to business ethics and environmental stewardship practices" (City of Tustin).
 - c. "Exemplary waste reduction efforts" (San Diego).
 - d. Best Minority and Women-Owned Business.
 - e. "...honors the contributions of a small business's contributions to America's economic growth" (U.S. Chamber of Commerce).

- f. "...recognizes businesses that set the standard for growth, service, quality, innovation and execution of a superb business strategy" (South Florida Business Journal).
 - g. Santa Monica Sustainable Quality Awards: <https://sqa.secure-platform.com/a/organizations/main/home>
 - h. Other possibilities include: best customer service, best regional brand recognition, most jobs created, or most influential business.
3. Consider using the program to generate on-going social media content. For instance, the City can recognize a "business of the week" via social media posts. Businesses of the Week are then eligible to become "Business of the Month," who are then eligible to become "Business of the Year." While this generates a lot of work for staff, this approach has the advantage of producing a lot of content for the City's social media accounts. The Eureka Chamber of Commerce even goes down to the level of "Business of the Day."
 4. Program options:
 - a. Partner with the Chamber of Commerce and Del Norte Triplicate to add the City's Business of the Year category to the [Del Norte Pride Awards Dinner](#).
 - b. Create nomination criteria and process, such as: <https://fortcollinschamber.com/wp-content/uploads/2016/03/Small-Biz-Nomination-Form-2020-editable.pdf>.
 - c. Establish incentives to receive "Business of the Year" title such as social media highlights, highlight in the City's newsletter, trophy award, delivery of award at Del Norte Pride Awards Dinner, free business license for one year, or cash prize.
 - d. Issue the award at a City Council meeting.
 - e. Hold a big party for the Business of the Year. Host the party at the business location or location of their choice.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
5. Establish programs that retain, attract, and create jobs
9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff
- Chamber of Commerce
- Business associations (e.g. Downtown Divas)
- County staff
- Consultant (hired by one of the above)
- Volunteers
- SBDC
- Del Norte Triplicate

Budget Required

\$0 to \$1,000

Districts Served

All Districts



BUSINESS ACKNOWLEDGEMENTS

9B: Shop Local Campaign

Ingredients

- Partner organization(s) (e.g. Chamber, Divas, County, etc)
- Budget for marketing and advertisement (e.g. flyers, radio ads, stickers)
- Staff labor and/or consultant

Time Required

Approximately 40 to 120 hours of person-hours (either City staff, staff of a partner agency, or consultant staff).

Description

A "Shop Local" or "Buy Local" campaign is a local branding, education, and outreach effort designed to shift the behavior of locally-based consumers (i.e. local residents) about the economic and social advantages that can be achieved by shopping at independent and local businesses. The ultimate goal of these campaigns is to create a thriving local economy by maximizing the potential of local businesses and increasing their market share (business, government, and consumer purchases) relative to non-locally owned businesses. Studies consistently demonstrate that shop local campaigns change the behavior of local residents and lead to an increase in the average sales of independent retailers. Surveys have been conducted in communities with campaigns comparing them with communities that do not have campaigns. These surveys repeatedly find that strategically implemented campaigns have measurable positive impacts on the net revenue of locally-owned businesses while also stimulating an increase in customer appreciation. Shopping at locally-owned businesses also has the benefit of reducing environmental impacts, making communities unique, creating jobs, and encouraging local prosperity.

Directions

1. Programming.
 - a. Organize your team and partners.
 - b. Partner with Downtown Divas on "[Keeping it Local](#)" Campaign
 - c. Determine a slogan and logo relevant to Crescent City such as "Keeping it Local".
 - d. Create a short and long list of shopping local benefits.
 - e. Consider forming a business alliance group.
 - f. Define "Local" as locally owned independent businesses in the community.
 - g. Define membership for the campaign.
 - h. Engage businesses of every sector: banks, farms, home-based businesses.

2. Marketing and Event Planning. Use City and partner resources for marketing.
 - a. Execute “buy local” campaigns that shift consumer, business, and institutional spending.
 - b. Set a date for a kick-off event and campaign at existing local events.
 - c. Confirm sponsors and partners.
 - d. Develop a campaign kit: the packet of materials that businesses will receive when they join.
 - e. Recruit local businesses to join the campaign.
 - f. Create campaign promotional [materials](#), including, posters, decals, banners, pins, hashtags, [promotional graphics](#), etc.
 - g. Collect and publicize business testimonials.
 - h. Conduct kick-off event with media coverage.
3. Ongoing Support.
 - a. Host a [drawing](#) to incentivize the campaign.
 - b. Create an accessible database of existing businesses to provide locals with a resource list.
 - c. Hold an event once a month (“Small Business Saturday”) to support and promote local businesses. Local businesses can offer sales and promotions during this time.
 - d. Establish a method to measure success of the campaign, such as a survey.
 - e. Promote “buy local” in business-to-business transactions.
 - f. Arrange group purchasing for businesses.
 - g. Facilitate collaboration: cooperative promotion, advertising, purchasing, sharing of skills and resources, mutual financing initiatives and other activities help small businesses gain economies of scale and compete successfully.
 - h. Create a strong, uncompromised voice for independent business in local government and media while engaging citizens in guiding their community’s future.
 - i. Enhance opportunities for local investment, banking, and access to capital for local entrepreneurs.
 - j. Propose pro-local business policies.
 - k. Enhance media presence for local businesses.
4. Individual Business Actions.
 - a. Talk to other independent businesses in your area about how you can highlight their offerings and drive customers to each other. Make sure your employees can and do refer fellow independent businesses when customers ask for recommendations.
 - b. Include pro-local messaging in your ads, on cash register receipts, invoices, social media outlets, website, etc.
 - c. Display pro-local educational materials in your store.
 - d. Submit a guest commentary to your local newspaper.
 - e. Talk to your local radio station about airing a public service announcement or see if they’ll record a localized version.

Which goals are addressed?

1. Build an internal economic development team and establish strong economic development community partnerships
9. Launch programs to acknowledge and celebrate local

Who can make this recipe?

- City staff
- Chamber of Commerce and Visitor Center
- Business associations (e.g. Downtown Divas)
- County staff
- North Coast Small Business Development Center
- Consultant (hired by one of the above)
- Humboldt Made(hired by one of the above)
- Shop Indie Local (national non-profit) (hired by one of the above)
- Volunteers

Budget Required

If the City (or partner) did not hire a consultant or outside specialist, then a shop local campaign could be accomplished for between approximately \$2,000 and \$7,000. Hiring a consultant could cost an extra \$10,000 or so (though this cost could range significantly higher or lower). A consultant could greatly increase the success and effectiveness of the campaign.

Districts Served

All districts.



BUSINESS ACKNOWLEDGEMENTS

9C: Apply for Awards

Ingredients

- Award application forms

Time Required

40 to 120 hours of staff time

Description

As is demonstrated below, dozens of organizations have award programs to recognize communities that are engaged in good governance. Winning such an award could bring national recognition to Crescent City. Perhaps more important, the mere ambition to win one of these awards could inspire the City to do something great. Sometimes we just need something to strive towards. Some of these award programs could create a target for Crescent City and stimulate new ambitions that the City never had before. This recipe is about creating something to aim towards and about receiving much needed recognition.

Directions

1. Present the following list of award categories and programs to City Council. Determine which awards the City would currently qualify. Also determine which awards that the City has the ambition to qualify for.
 - a. Economic development and planning awards:
 - i. Helen Putnam Award: <https://www.cacities.org/Top/Partners/Helen-Putnam-Awards.aspx>; <http://www.helenputnam.org/>
 - ii. APA Donald E. Hunter Excellence in Economic Development Planning Award: <https://economic.planning.org/community-outreach/awards/>
 - iii. APA National Planning Awards: <https://www.planning.org/awards/>
 - iv. APA CA Planning Awards (multiple categories): <https://www.apacalifornia.org/events/awards-program/?highlight=award>
 - v. APA California Northern Chapter Awards: <https://norcalapa.org/awards/>
 - vi. APA Excellence in Small Town and Rural Planning: <https://www.planning.org/divisions/smalltown/awards/>
 - vii. IEDC's Excellence in Economic Development Awards (9 categories): <https://www.iedconline.org/web-pages/inside-iedc/excellence-in-economic-development-awards/>
 - viii. International Making Cities Livable Awards (multiple categories): <http://www.livablecities.org/imcl-awards>
 - ix. American City and County Crown Communities Award: <https://www.americancityandcounty.com/american-city-county-awards/>
 - x. The Conference of Mayors City Livability Program Award: <https://www.usmayors.org/programs/city-livability/>
 - b. Parks related awards:

ECONOMIC DEVELOPMENT ACTIONS

- i. National Recreation and Parks Association (NRPA) Spotlight Awards (multiple categories):
<https://www.nrpa.org/our-work/awards/spotlight-awards/>
 - ii. National Arbor Day Foundation Awards (multiple categories):
<https://www.arborday.org/programs/awards/>
 - c. Awards recognizing downtowns and other special places:
 - i. APA's Great Places in America program award:
<https://www.planning.org/greatplaces/>
 - ii. International Downtown Association IDA Downtown Achievement Awards:
<https://downtown.org/2021-downtown-achievement-awards/>
 - d. Technology-related and "smart cities" awards:
 - i. APA Technology Division Smart Cities Award: <https://www.planning.org/divisions/tech/awards/>
 - ii. Multiple "Future City" awards: <https://futurecity.org/awards>
 - iii. World Smart City Award: <https://www.smartcityexpo.com/2020-awards/>
 - e. Awards for city employees and elected officials:
 - i. Women in Municipal Government Leadership Award: <https://www.nlc.org/initiative/women-in-municipal-government-leadership-award/>
 - ii. <https://aboutdci.com/2015/09/nine-awards-for-economic-developers/>
 - iii. Exemplary Public Servant of the Year: <https://www.americancityandcounty.com/american-city-county-awards/>
 - iv. Municipal Leader of the Year award: <https://www.americancityandcounty.com/american-city-county-awards/>
 - v. City Cultural Diversity Awards: <https://www.nlc.org/initiative/city-cultural-diversity-awards/>
 - f. Sustainability-related awards:
 - i. APA Awards for Excellence in Sustainability: <https://www.planning.org/divisions/sustainable/awards/>
 - ii. Bicycle Friendly Community Award by the League of American Bicyclists:
<https://bikeleague.org/bfa/awards>
 - g. Programs recognizing "Great Cities:"
 - i. <https://www.nationalcivicleague.org/america-city-award/>
 - ii. All-America City Awards: <https://www.nationalcivicleague.org/america-city-award/>
 - h. Programs with various categories:
 - i. City Nation Place Awards: <https://www.citynationplace.com/awards>
 - ii. International City/County Management Association Awards (multiple): <https://icma.org/icma-awards>
 - iii. League of California Cities: <https://www.cacities.org/Top/About-Us/Awards.aspx>
 - iv. Open Cities Index Award: <https://psdrccs.com/open-cities-index-oci2020/>
 - i. There are many others.
2. Apply for at least four different award programs per year. Create a goal of receiving at least one award each three years.
 3. When the City wins an award, celebrate by holding a big party inviting local businesses and then recognizing them as the real reason that the City won the award.



Which goals are addressed?

- g. Launch programs to acknowledge and celebrate local businesses

Budget Required

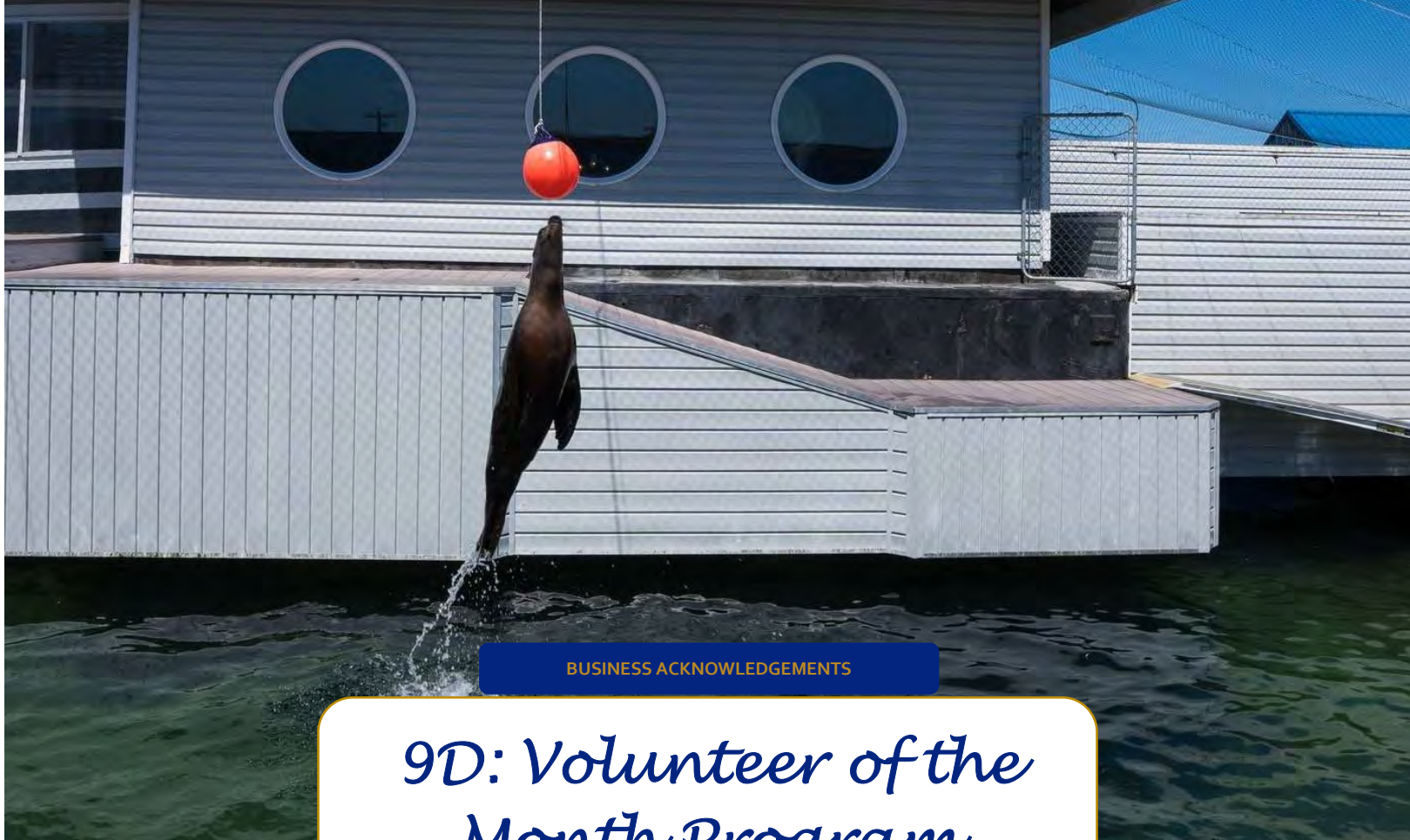
\$0 (staff time only)

Who can make this recipe?

- City staff

Districts Served

All Districts



BUSINESS ACKNOWLEDGEMENTS

9D: Volunteer of the Month Program

Ingredients

- TBD

Description

This recipe is a placeholder for the creation of a Volunteer of the Month Program.

Time Required

TBD

Directions

1. Utilizing other recipes as examples, generate a recipe here.
2. Draw inspiration from the City of Bandon: <https://www.cityofbandon.org/general/page/volunteer-month-patricia-seidler>

Which goals are addressed?

9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

All Districts

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BUSINESS ACKNOWLEDGEMENTS

9E: If I Were Mayor Contest

Ingredients

- Publicity
- Youth engagement

Description

Encourage young people to share their vision of Crescent City's future by holding a contest.

Time Required

24 hours of staff time

Directions

1. Announce a contest in which Crescent City youth (age 18 and younger) are encouraged to submit an essay, video blog, photo journal, or other creative medium to express how they envision the City's future and what they would do if they were Mayor. Consider a cash prize for the winner.
2. City Council to appoint a review panel.
3. Announce the winner at a Council meeting and ask the winner to share their vision with the general community during the Council meeting.

Which goals are addressed?

9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff

Budget Required

\$0 (staff time only)

Districts Served

All Districts

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BUSINESS ACKNOWLEDGEMENTS

9F: Host an Economic Development Potluck

Ingredients

- Community Meeting

Description

This recipe was suggested by a City Council member during a Special Study Session reviewing a final draft of this document. This is an ideal final recipe.

Time Required

40 to 64 hours of staff time

Directions

1. Host a public meeting in which each of the recipes in this document are printed and displayed on the wall. Ask participants to vote on which recipes they think have the most value to the community's economic development future.
2. Ask other organizations in the community to bring their own "recipes" and to share them with the members of the public.
3. Provide blank recipe templates during the meeting and encourage community members to draft their own ideas.

Which goals are addressed?

9. Launch programs to acknowledge and celebrate local businesses

Who can make this recipe?

- City staff

Budget Required

\$200 for public meeting materials.

Districts Served

All Districts

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Part 4: Conclusion and Recommendations

As is demonstrated by the quantity of potential projects listed above, Crescent City is abounding with opportunity. Unfortunately, City staff has insufficient capacity to implement all these recipes simultaneously. In addition, the City has insufficient budget to implement many of the recipes without grant funds or other outside funding sources. In fact, since many of the recipes require both staff time and capital, it will be necessary to engage in a strict prioritization process. With over 130 recipes to choose from, how will the City determine which to do first? Under recommendations #2 through #4 are the top projects recommended by the authors of this document. However, before that, it is important recognize that City staff and City Council should ultimately determine which recipes to start with. In fact, staff and Council will likely need to revisit this topic on a periodic basis. To complicate matters further, more recipes (or project ideas) will inevitably be added to the list each year and those will need to be weighed against the list that already exists. With all of this in mind, this document presents the following #1 recommendation.

RECOMMENDATION #1: ECONOMIC DEVELOPMENT PRIORITIZATION SPECIAL STUDY SESSION

Prior to the annual budget process, hold an annual special study session of City Council with the following general agenda:

- Conduct a refresher of the goals and recipes throughout this document.
- Review projects (recipes) that are currently underway (provide Council with a solid understanding of the current workload of staff).
- Discuss projects that have been attempted, completed, or deemed no longer relevant.
- Present new project/recipe ideas that staff believes should be added to the list.
- Identify new project/recipe ideas that various stakeholders have proposed.
- Encourage Council members to pitch new ideas.
- Present to City Council the recipes that staff recommends as priorities for the coming year.
- Conduct a prioritization exercise (see discussion below).
- City Council to approve a list of priorities and, if necessary, issue budget approvals.

For the study session to be effective, the City will need a means for conducting the prioritization exercise. There are many ways to evaluate the recipes against one another. Each recipe could be ranked by total cost and total amount of staff time required. Alternatively, recipes could be ranked by their relative impact on specific districts. For instance, if they City wanted to put all efforts into enhancing Downtown, then the City could commit only to recipes that have the best chance of benefiting the downtown area. Or, projects could be prioritized by the amount of jobs they would create, regardless of time or budget required.

This document recommends the City utilize the following prioritization tool, which measures projects on two scales: impact and timing. The vertical access evaluates the “amount of impact” that a recipe would have on the overall community. For instance, would the recipe lead to more jobs or new buildings or some measurable level of change in the community? A strategic plan to sell several City-owned properties for a dozen new buildings would have a big impact, while a “downtown hanging flower basket” beautification program would have a relatively small impact. The horizontal axis measures recipes by the amount of time required for a meaningful “outcome” to occur. For instance, implementation of a recipe can have immediate outcomes that occur within a few weeks, while others can have delayed outcomes that will not occur for decades. A strategic plan to sell several City-owned properties would require several years before any physical improvements occurred, while a downtown hanging flower basket program could lead to results within weeks. The image below demonstrates how 50 recipes plot on a chart that measures these two factors:

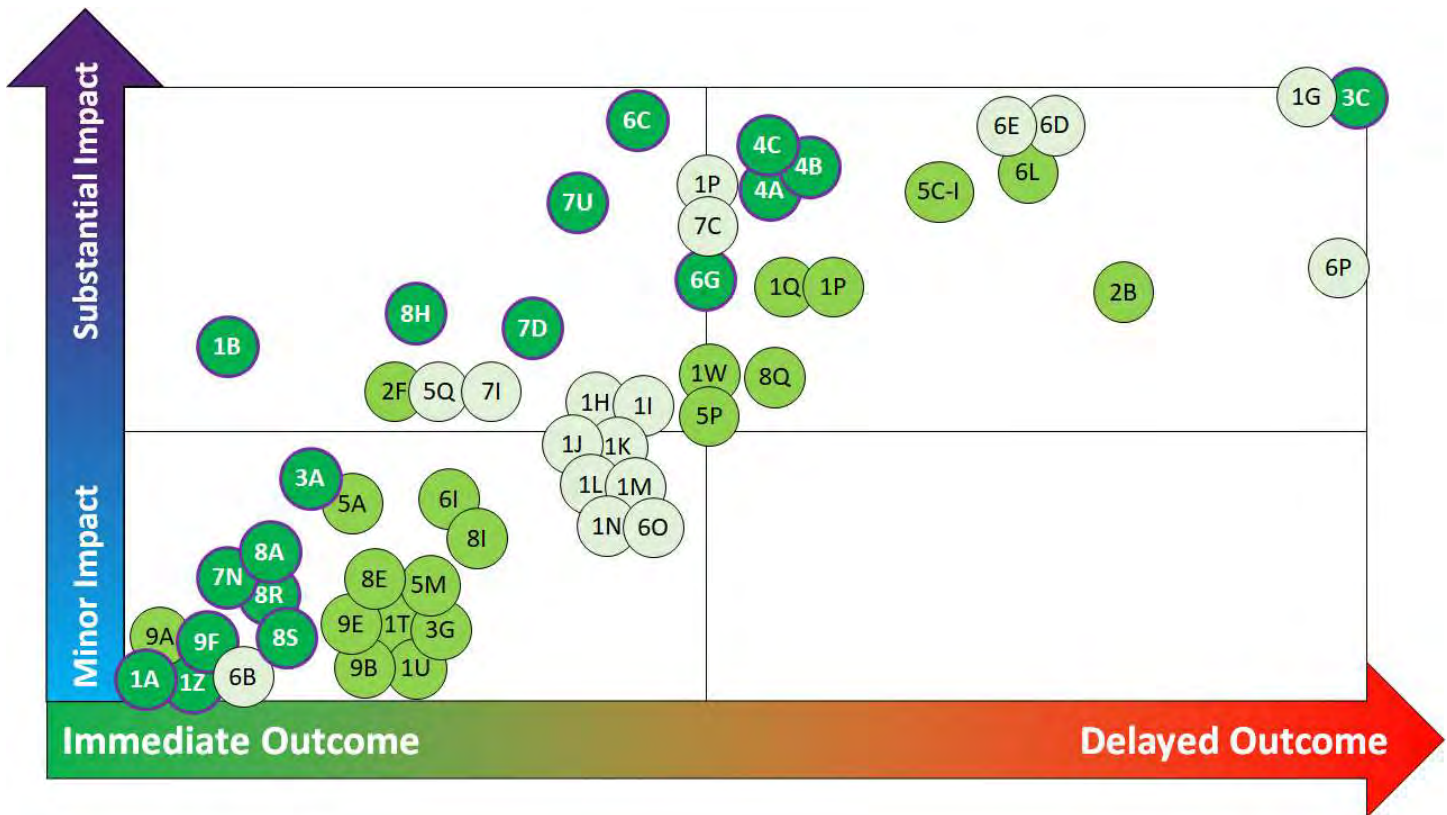


Image 11: Project Prioritization Tool

The recipes shown in the image above are the top 50 projects recommended by the authors of this document. Each project falls on the two scales described above (degree of impact and timing). For instance, Recipe 1A will not take very long to implement, but will also not have much of an overall impact (at least not at first). On the other end of the spectrum, Recipe 3C could result in substantial long-lasting changes, but the change may not occur for 10 plus years. The image is divided into four quadrants. In the bottom left quadrant, project outcomes are relatively quick, but their overall impacts are not substantial. In the top right quadrant, project impacts could be substantial, but the outcomes are relatively delayed. The bottom-right quadrant is to be avoided, in which projects have minor impacts and delayed outcomes. The most desirably quadrant is the top left, in which project outcomes are substantial and outcomes are relatively immediate. Overall, the City should seek projects that are as far to the left as possible and are as far to the top as possible. Unfortunately, most projects plot on a standard trendline from the bottom left to the top right. This is because it is normal for projects with big impacts to require more time to complete. During the City Council Special Study session, the City should utilize a tool similar to the tool above to evaluate projects and determine which will become the priorities for the upcoming year.

As indicated above, the recipes shown in the image above are the top 50 projects recommended by the authors of this document. The light green recipes are those that the City is already conducting to some degree. The dark green recipes with white text are the top 15 recommended projects. These were selected as the top 15 because they either allow the City to achieve some immediate short-term wins to boost community moral and/or they plot above the trendline, with higher-than-average impacts relative to the timing of their outcomes. The medium green recipes are other recommended projects that plotted relatively well on the graph. Each of the recipes presented in the image are listed and discuss below.

RECOMMENDATION #2: COMPLETE THESE TOP 15 RECIPES IN FY21/22

The following 15 projects, organized into three categories, are the top projects that the authors of this document recommend for fiscal year 21/22. Some of these may take years to complete (such as the General Plan). For those that cannot be completed during the fiscal year, they can be at least started.

Immediate Recommendations (do these first to make it easier to get the other projects done):

1. Recipe 1A: Give Away This Plan
2. Recipe 1B: Create New Econ Dev Staff Position
3. Recipe 1Z: Request New Recipes from Everyone and Accept All Submittals

Top-tier Recommendations to Stimulate Development and Housing (these are all linked and could/should be implemented somewhat concurrently):

4. Recipe 6C: City-owned Property Strategic Plan
5. Recipe 3C: Economic Development in the General Plan and Zoning Code
6. Recipe 8A: Re-envision Downtown
7. Recipe 4B: 100 New Housing Units in Permit Pipeline
8. Recipe 4A: ADU Program

Top-tier Medium-term to Long-term Recommendations (start working on these, but accept delayed outcomes):

9. Recipe 6G: Elk Creek Park Strategic Plan
10. Recipe 7S: State/National Park Redwood Canopy Walk

Top-tier Shorter-term Recommendations (these can be done relatively quickly to have some fast successes):

11. Recipe 7L: Utility Box Program
12. Recipe 8R: Hanging Flower Basket Program and 8S: Tree Well Adoption Program
13. Recipe 9F: Host an Economic Development Potluck
14. Recipe 7D: Attract More Day Visitors
15. Recipe 3A: Business Outreach Program

RECOMMENDATION #3: CONTINUE PROJECTS THAT THE CITY IS ALREADY WORKING ON:

Many of the recipes throughout this document are already underway to some degree. The following are recipes that the City is already engaged in that the authors of this document believe could benefit from a little extra attention.

- Recipe 1G: Focus on Youth
- Recipe 6B: Think of all City Activities as Economic Development
- Recipe 5Q: Business Loan and Micro-Finance Program
- Recipe 6P: Support Regional Transportation Infrastructure Improvements
- Recipe 6D: Front Street Improvements
- Recipe 6E: Beachfront Park Master Plan
- Recipe 7C: Tourism Marketing
- Recipe 1P: Tri-Agency Economic Development Authority
- Recipe 1H: Enhance Tribal Relationships
- Recipe 1I: Partner with Area Tribes
- Recipe 1J: Partner with College of the Redwoods
- Recipe 1K: Partner with Del Norte School District
- Recipe 1L: Partner with Healthcare Institutions

- Recipe 1M: Partner with Pelican Bay State Prison
- Recipe 1N: Partner with Chamber of Commerce
- Recipe 9A: Business of the Year Program
- Recipe 9C: Shop Local Campaign

RECOMMENDATION #4: OTHER RECOMMENDED PROJECTS

The following are recipes that the City is either already engaged in or recipes that the City should be ready to initiate if optimal conditions or opportunities arise (such as new grant programs). Evolving circumstances may drive the City to suddenly prioritize any of the following projects above those listed above.

Relationship-building and Capacity-building Recommendations:

- Recipe 1Q: Create Economic Development Coalition
- Recipe 1T: Seek Help from GoBiz
- Recipe 1U: Seek Help from League of California Cities
- Recipe 1W: Leadership Del Norte Program
- Recipe 5P: Fairgrounds Enhancements
- Recipe 9E: "If I were Mayor contest"

Beautification and Curb-appeal-enhancing Recommendations:

- Recipe 2B: Vacancy Rate Analysis
- Recipe 2F: Improve and Promote the City's ParkScore®
- Recipe 6I: Enhancement of Public Lands Recreation Opportunities
- Recipe 8Q: Highway 101 Improvements through Downtown East

Business Recruitment and Retention Recommendations:

- Recipe 3G: Local Business Contracting Policy
- Recipe 5A: Business Retention
- Recipe 5C: Recruit Tech Companies
- Recipe 5D: Recruit Distance-Workers
- Recipe 5E: Recruit Government Jobs
- Recipe 5F: Recruit Niche Manufacturing
- Recipe 5G: Recruit Telemedicine Businesses
- Recipe 5H: Recruit self-driving car companies
- Recipe 5I: Recruit drone delivery companies
- Recipe 5M: Home Based Business Development
- Recipe 6L: Recruit Wind Farms

RECOMMENDATION #5: COUNTY-WIDE CEDS UPDATE

The County-wide CEDS is due for renewal in 2024. At that time, this document (the EDSAP) should be reviewed and its accomplishments evaluated. The new CEDS should consider the progress made not only in the 2020 CEDS, but also the projects completed from this 2021 EDSAP. The new CEDS should then develop projects (or action steps) that either supplement or override some or all the remaining EDSAP projects/recipes.

RECOMMENDATION #6: KEEP IT SIMPLE

The recommendations above may be overwhelming. Even though the recommendations identify some priorities, there is still so much listed that staff simply may not be able to do it all. So, keep it simple. Focus on the most important findings of this document, which are:

- Team up for economic development
- Staff up for economic development (create a new staff position)
- Create housing for the sake of economic development
- Re-imagine Downtown and then commit to the challenging path to implementing the new vision (which could be accomplished through a Specific Plan)
- City-owned Property Strategic Plan (which could be accomplished through a Specific Plan)
- Find ways to inject money and resources into new business startups