



Economic Development Strategy

2014-2019

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2014



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OVERVIEW & CONTEXT

Introduction

This Economic Development Strategy will guide economic development activities in Fort Bragg from 2014 through 2019. It identifies four key priorities, namely: jobs, tourism, the arts and quality of life to focus and brand our economic development effort.

By focusing on these four priorities we will enrich our economic future by capitalizing on our current strengths. The priorities are synergistic as success in one will feed the success of the others. For example strategies that focus on our quality of life and the arts will strengthen tourism by resulting in longer visitor stays and repeat visits. Likewise attracting and growing quality jobs, will increase the buying power of local residents which will improve the performance of our businesses. In turn, job growth and business success will increase economic opportunity for our citizens.

While this Economic Development Strategy is organized by four priorities, many specific strategies will lead to improvements to multiple Council priorities and to the overall vitality of business in Fort Bragg.



Methodology

This Economic Development Strategy was formulated through the very active engagement of and participation by the community, including:

- Review of prior studies and plans for Fort Bragg.
- Presentations at six local service and trade group meetings and facilitation of six focus group and stakeholder interviews to gain an understanding of community vision, economic strengths, economic weaknesses, and economic development priorities.
- Collection and analysis of economic and demographic data for Fort Bragg to identify economic activities which are supported by the market.
- Two public workshops at which attendees were able to review, provide feedback, and prioritize accumulated responses.
- Prioritization and vetting of proposed goals and strategies at a special City Council workshop, with opportunities for community members to provide feedback.

The strategy is a “living document,” and it will be updated every five years to ensure that it remains current and relevant.

Vision

“The City of Fort Bragg is a sustainable working town with a diversified economy and well-paying jobs that serves the Mendocino Coast as a cultural and economic center and a destination for visitors.”

PRIORITY 1: JOBS

Jobs, jobs, jobs... The following strategies are all about attracting, growing and enabling the development of new businesses that bring quality jobs to the City of Fort Bragg. Proposed actions include proactively recruiting new businesses, rezoning the Mill Site to accommodate new business development and expansion, and creating new non-profits, such as the Noyo Center to bring jobs to Fort Bragg. Overall job creation and retention is the core goal and priority.

STRATEGY 1.1 PROACTIVELY RECRUIT NEW BUSINESS (2014+)

Description	Attract and strengthen businesses that will prosper in Fort Bragg's unique environment, have a local connection, and/or result in quality jobs.
Responsibility	City of Fort Bragg, Chamber of Commerce, West Company, MPIC, EDFC, business community
Program Effort	Undetermined
Expected Effects	Increase City property tax and sales tax revenues
Tactics	

1. Make City Hall More Business Friendly

- Establish a “business friendly” City permit/license process, which includes: better customer service and coordination between Community Development, Finance and Public Works, especially for development and business license reviews and approvals.
- Make the business permitting/licensing process easier to navigate and provide a personal touch.
- Develop a “monthly” or short-term inexpensive business license/sign permit to allow people to “test drive” a new business concept or engage in short term retail sales.
- Implement a feedback system, so that businesses and developers can provide feedback and evaluate their experience at City Hall. Send the evaluation form to every entity that receives a development permit from the City.
- Undertake proactive outreach to the business community including targeted e-mail notification of new regulations or fees that will impact business owners, developers or contractors. Include a description in the e-mail of the items under discussion by City Council and why it might be important to the interest group as well as a link to the relevant staff report.
- Include a section in each staff report that analyzes how proposed regulations, infrastructure development and new fees conform or conflict with adopted plans, policies and strategies.



- Use General Plan Update and Land Use and Development Code update processes to increase flexibility of the zoning code and provide an avenue for applicants to seek planning incentives from the City Council for achieving City Council goals with development projects.

2. **Develop a Business Attraction Program**

- Set up and implement a system to generate, track and cultivate business attraction leads. Focus on Mendocino and Sonoma County businesses and attract them to expand into Fort Bragg.
- Develop a marketing package which describes the unique features and specific development opportunities, the community and business environment, workforce and City tax structure and regulatory environment.
- Actively recruit new businesses to Fort Bragg
- Re-invigorate the “Business Advocates” program at City Hall so that business inquiries can be efficiently directed to key business contracts.
- Target assistance to key industries and business sectors, such as tourism, specialty food products, arts and other sectors that have a competitive advantage in Fort Bragg. Participate in broader, county-wide efforts to promote and grow target industries. Make referrals to resources and business partners in the community.
- Develop a vacant properties map for each zoning district to provide to businesses seeking to develop a new facility.
- Apply for Over the Counter (OTC) CDBG grants to assist businesses that are creating new jobs with infrastructure development.

STRATEGY 1.2 ACTIVELY GROW AND RETAIN BUSINESS (2014+)

Description

Many successful businesses in Fort Bragg are home grown. They start at a kitchen table, but ultimately grow to employ a small workforce. This small business base provides new jobs, employment opportunities, a diversified economy, and much of the City’s tax base through retail sales tax, Transient Occupancy Tax, and property taxes. Existing businesses, start-ups, and businesses that are considering relocating to the area would benefit from reliable and timely information regarding retail sales trends, real estate market trends, demographic projections, referrals for assistance and other information that would help these businesses start, grow and succeed. Some would benefit from technical assistance, marketing and management assistance, improved access to capital, and access to light industrial space. The City of Fort Bragg and its partners will

	promote Fort Bragg as a great place to do business for all residents, including the City's large Latino population.
Responsibility	City of Fort Bragg, Chamber of Commerce, West Company, real estate and financial partners, business owners.
Project Cost	Minimal cost with support from CDBG grants or other economic development entities and funding sources.
Expected Effects	Increase sales tax and TOT revenues. Business retention and more jobs.

Tactics

1. Promote Fort Bragg as a business-friendly community
 - Develop materials to promote and support Fort Bragg's comparative advantages such as fee comparisons, development process, timeframe, etc. Promote Fort Bragg's cost structure as compared to other jurisdictions.
 - Continue to hold pre-development meetings on commercial, industrial and residential developments/projects to identify and work through issues prior to permit application.
 - Change the zoning code to encourage the development of light industrial facilities.
2. Ensure that business retention and expansion resources and planning efforts include the Latino population.
 - Provide Spanish language resources, referrals and information. Engage a Spanish translator under long-term contract for translation of City materials.
 - Work with business partners such as West Company to overcome cultural, language, and other barriers that inhibit Latino entrepreneurs from starting or growing a business in Fort Bragg.
3. Provide excellent information
 - Develop and maintain web and print-based information packets for start-up and expanding businesses.
 - Develop and maintain a list of non-residential land that is appropriate for redevelopment and new development.
 - Continue to expand and develop the City's GIS system to improve planning and economic development services.
4. Provide referral, networking and retention assistance
 - Make referrals to the Chamber of Commerce and business assistance resources when entrepreneurs come to the City for a business license.
 - Develop stronger relationships with the business community to improve overall marketing efforts, including business needs surveys, business retention visits, networking and industry knowledge.
 - Work with Mendocino Private Industry Council (MPIC) to identify key business retention targets and complete a business retention survey to identify and resolve business retention and expansion issues.
5. Encourage localization efforts such as shop local, local food production, local energy production, etc.

- Support the growth of local food-related businesses such as specialty foods.
- Encourage the development of businesses that fill an existing need such as an eco-friendly dry-cleaning company, food vermicomposting, etc.

STRATEGY 1.3 COMPLETE THE MILL SITE SPECIFIC PLAN ENTITLEMENT PROCESS (2014-2016)

Description

The City of Fort Bragg prepared a draft Specific Plan in a collaborative partnership with Georgia-Pacific Corporation. The draft Specific Plan is about 80% complete. In order for the Mill Site to be rezoned for redevelopment, the Specific Plan will need to be completed and approvals obtained from the Fort Bragg City Council and the California Coastal Commission. In order for either of these actions to proceed, an Environmental Impact Report (EIR) must be completed, circulated and certified by the City Council. This would be followed by a Local Coastal Program (LCP) amendment. The finalization of the specific plan and the environmental review process will take at least two years once it is re-started, and the Coastal Commission review process would take an additional year.

Responsibility

City of Fort Bragg, community, Coastal Commission

Cost

Consultant completed EIR and related studies \$300,000; staff completed EIR with consultant studies \$150,000; staff completed LCP amendment \$50,000.

Expected Effects

Eventual development of site with increases in jobs, property tax, sales taxes, and transit occupancy taxes

Tactics

1. Undertake Native American consultation (SB-18) on the draft Specific Plan (2014).
2. Revise draft Specific Plan, [Land Use Plan](#), and Development Limitations as directed by City Council to create a “final version” for the EIR analysis and to submit to the Coastal Commission as an LCP Amendment (2015).
3. Undertake renewed discussions with Coastal Commission and other regulatory agencies regarding revised draft plan (late 2014).
4. Hire consultants to complete relevant capacity and resource studies (2015).



5. Complete Draft EIR for project, circulate EIR, and prepare Final EIR (2015-2016).
6. Adopt Specific Plan (2016).
7. Complete LCP Amendment (2016).
8. Submit LCP amendment to the Coastal Commission for review and certification (2016-2017).

STRATEGY 1.4 REVISE ZONING TO ALLOW SOME JOB-GENERATING COMMUNITY-SUPPORTED DEVELOPMENT ON THE MILL SITE (2015)

Description The Mill Site development process will be phased over a number of years. In the intervening years, portions of the site could be used on a permanent basis for new and existing businesses, after appropriate regulatory process are completed for those specific parcels, and also on an interim basis for a variety of activities, including film production, annual fairs and other events, and equipment and other storage or staging.

Responsibility Georgia-Pacific, City of Fort Bragg

Feasibility Strong interest has been expressed by existing Fort Bragg businesses seeking to expand their operations on the Mill Site, and a variety of businesses already use the site on an interim basis.

Tactics

1. Complete a limited LCP amendment to allow specific limited re-use of some areas of the site (by type of use, size and location) through the Use Permit and Coastal Development Permit process (2014 – 2015).
2. Continue facilitating a variety of interim uses consistent with current zoning and municipal code requirements.



STRATEGY 1.5 STRENGTHEN THE DOWNTOWN

Description	Continue to improve the pedestrian-friendly character of the Historic Downtown. Work with property owners to make downtown attractive and vibrant for residents and visitors.
Responsibility	City of Fort Bragg, Promotion Committee and downtown businesses
Project Costs	Funding acquired for the Main Street Merge Lane project (\$2.6 million)
Feasibility	Merge lane project and related improvements will be constructed in 2014. Completion of tasks 2 through 5 will require about 25% time of a staff person in CDD.
Fiscal Effects	Increase City's sales tax receipts

Tactics

1. Complete final phase of the Downtown Fort Bragg Revitalization Plan – the Main Street Merge Project (2014). Coordinate timing of infrastructure improvement projects to minimize impacts during the high season of June-October.
2. Include WiFi installation and wayfinding signage program with the implementation of the Main Street Merge Project.
3. Require Promotion Committee to establish an online Fort Bragg Business Directory with a search engine to allow a search for products and services offered by local businesses in order to assist the buy local program. Promote the new website to Fort Bragg residents and businesses. Perhaps consider a separate website identity such as BuyFortBragg.com.
4. Work with businesses in the historic downtown to encourage building and façade improvements.
 - Investigate feasibility of using the Mills Act to revitalize historic structures in Fort Bragg. The Mills Act allows the City to reduce property taxes so that the taxes are based on income produced from the building. In return the property tax savings must be used to improve and maintain the building to historic standards.
 - Investigate feasibility of providing a blanket encroachment permit including insurance coverage to encourage re-painting of buildings on Franklin Street.
5. Complete and implement the Fort Bragg Wayfinding Plan (2014).
6. Provide consistent and timely code enforcement for code violations in the downtown (ongoing).
7. Encourage the placement of public art in the downtown.



STRATEGY 1.6 DEVELOP THE NOYO CENTER FOR SCIENCE AND EDUCATION (2014-2019)

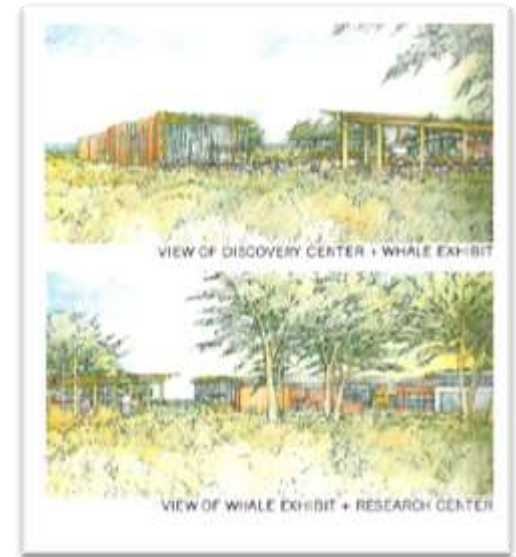
Description

The community and City Council have expressed very strong support for development of the Noyo Center for Science Education. The Center would embrace research and education regarding the unique ecosystem connections between the ocean, the Noyo River and upland ecosystems. Sustainability education and research would be a major feature of this facility. Progress to date includes: acquisition of the 11 acre Noyo Center site; completion of schematic designs, donation of the visitor center, site restoration project and a part-time Noyo Center Coordinator Position has been filled.

Responsibility: City of Fort Bragg, Noyo Center, State Coastal Conservancy, Sonoma State.

Tactics

1. Develop the organizational capacity of the Noyo Center
 - a. Create an independent 501(c)3 nonprofit corporation for the Center.
 - b. Prepare a business plan (2014).
 - c. Develop linkages with institutions of higher education to foster active participation in the Noyo Center (Sonoma State University, College of the Redwoods, Mendocino College, and other universities).
2. Facility development
 - a. Develop and implement a capital campaign and develop a Noyo Center Consortium.
 - b. Work with the State and Federal congressional delegation to earmark funds for Noyo Center.
 - c. Work with Federal and State agencies (such as the National Oceanic and Atmospheric Administration (NOAA), Coastal Conservancy, Department of Forestry, etc.) to partner with the City on the Center.
 - d. Complete construction drawings and LEED Certification as a prelude to proceeding with the first phase of facility development.
 - e. Proceed with facility construction.
3. Exhibit & Educational Program Development
 - a. Prepare Blue Whale Skeleton for exhibition.
 - b. Develop educational programs and exhibits for the Noyo Center.



STRATEGY 1.7 IMPROVE ACCESS TO TECHNOLOGY IN AND AROUND FORT BRAGG (2014)



Description

Adequate and consistent broadband access has become a basic necessity for successful business. Although most areas inside City limits have access to basic broadband services, the City lacks reasonably-priced access to high-capacity T1 service lines for the general business population. In addition, some areas located just outside City limits lack internet service except via satellite or dial-up. Finally, there is little access to wireless internet in Fort Bragg for the visitor population.

Responsibility

MCN, Mendocino County Broadband Alliance, City of Fort Bragg, local business community

Feasibility

The Broadband Alliance is actively seeking funding for basic broadband coverage outside City limits, and funding sources may be available. There are existing T1 lines in Fort Bragg that are owned and operated by Fort Bragg USD and by medical facilities, entities which received special subsidies to implement this technology. Feasibility, process and cost estimates for bringing high-capacity T1 line(s) for the general business populations; or for implementing free wireless internet in City limits, need to be explored. Additionally MCN may be able to install fiber optic throughout the City if they increase their subscriber network to 33% of the residences.

Tactics

1. Continue participation with Mendocino Broadband Alliance.
2. Seek grant funding to perform a feasibility study to determine process, cost, and recommended operating structure for bringing high-capacity T1 lines to Fort Bragg for use by the general business population.
3. Seek grant funding to provide wireless service in the Central Business District.
4. Include conduit in new street projects for the eventual installation of fiber optic network.
5. Implement broadband and wireless infrastructure improvements.

STRATEGY 1.8 ANALYZE IMPACTS OF POLICIES & ENGAGE IN TIMELY COMMUNICATION WITH BUSINESS (ONGOING)

Description Continue to identify, study and analyze the impact of proposed policies and programs on businesses. Work with businesses to improve understanding about regulatory actions, construction projects and fees that may impact them. Continuously review City activities and public policies to identify how they will affect business. Ensure that two-way communications with Fort Bragg businesses occur on a regular basis.

Responsibility City of Fort Bragg, Chamber of Commerce, business community

Tactics

1. Continue quarterly City Dialogue workshops to get input and advice from business on an informal basis regarding projects, programs, ordinances and policies that might impact the business community (2014-2019).
 - Convene periodic City Dialogue meeting with specific City industries, such as the Fort Bragg lodging establishments, to facilitate positive relationships and encourage industry-specific communication of concerns and information.
 - Continue suspension of in-lieu parking fees to encourage downtown business development (2014-2015).
 - Make the sign ordinance more business friendly while maintaining aesthetics and driver safety (2014).
 - Investigate unintended consequences and negative impacts of ordinances and fees, especially those that may discourage building repairs and business expansion (2015).
 - Engage the business community in the process to change/update ordinances and zoning codes, and implement change when appropriate (2014).
2. Coordinate an annual “State of the City” meeting to present an update to the business community (annual).

PRIORITY 2: TOURISM

Fort Bragg is a tourist destination. Our stunning location, excellent restaurants and relatively affordable accommodations make Fort Bragg an ideal tourism destination for over-heated inland folks and over-stressed urban residents from the Ba Area. We are a weekend get-away. However many of the amenities that are enjoyed on a summer weekend by a tourist family are enjoyed year round by local residents. Thus a focus on improving and increasing tourism amenities will also increase the overall quality of amenities for every resident and business owner in the City and thereby improve our quality of life.

STRATEGY 2.1 CONSTRUCT THE COASTAL TRAIL (2014, 2015 & 2017)

Description	Construct the Coastal Trail. The trail has consistently rated as a very high priority of the community since the initial community survey and focus groups in 2002. A number of key steps have been undertaken to complete the acquisition and development of the Coastal Trail.
Responsibility	City of Fort Bragg, Community, Coastal Conservancy, State Parks
Expected Effects	The Park will spur economic development and result in increased City expenditures for park management.

Tactics:

1. Complete construction of the north and south segments of the Coastal Trail (2014 & 2015).
2. After site remediation activities are complete, complete acquisition of the central area (2016).
3. Undertake design, environmental review and permitting for the central connection for Coastal Trail (2016).
4. Construct central connection of Coastal Trail (2016).
5. Engage in restoration and management of park (2014-2018).
6. Establish a pedestrian connection from Downtown Fort Bragg to the Coastal Trail (via Redwood Ave.)



- Prepare the City Surrounded by a Park Plan to connect the east side trails with the Coastal Trail (2014).
 - Work with State Parks and Jackson State Forest to encourage construction of a variety of trails for a variety of users.
2. Improve pedestrian access to Noyo Harbor from North Harbor Drive and from the Coastal Trail.
 - Complete Noyo Harbor Pedestrian Access Plan (2014-2015).
 3. Complete and improve facilities at the C.V. Starr Center by constructing the gymnasium and installing a climbing wall.
 4. Continue to support and encourage efforts to improve health and promote healthy lifestyles.
 - Participate in the California Healthy Eating, Active Living Cities Campaign to address the obesity crisis.
 - Continue to implement land use and employee policies that encourage physical activity and nutritious eating.
 5. Participate in efforts to improve and increase athletic facilities throughout the City, to improve area visitation and to sustain local opportunities for fundraising through tournaments, meets, etc.

STRATEGY 2.4 ENCOURAGE DEVELOPMENT OF FUN, VISITOR-ATTRACTING AMENITIES IN FORT BRAGG (2016)

Description	A wider range of visitor attractions and amenities would encourage new visitors, longer stays, return visits, and off-season visits. Tourists are attracted by the area's natural beauty and historic appeal, but there are opportunities to enhance visitation by providing a broader range of local activities.
Responsibility	City of Fort Bragg, local businesses, Promotion Committee, Chamber, developers
Project Cost	Depends on strategy
Tactics	1. Permit outdoor dining opportunities on the sidewalk and by dedication of a street parking space to outdoor dining. 2. Explore feasibility of installing a public access pier in City limits in Noyo Harbor. 3. Hire an event coordinator to increase the number of downtown events, assist current event organizers, ensure maximization of event promotion, provide blanket liquor license as appropriate (for example: First Fridays).

STRATEGY 2.5

CAPITALIZE ON THE NOYO HARBOR AND CONSIDER ANNEXATION

Description

Currently, Noyo Harbor is within the City's sphere of influence but lies in the unincorporated part of the County. Noyo Harbor is physically bounded on all sides by the City and is intimately tied to the City's economy. Annexation would allow the City to undertake economic development activities in the Noyo Harbor.

Responsibility

Noyo Harbor property owners, City of Fort Bragg, LAFCO, community

Project Cost

\$200,000+

Tactics

1. Form a stakeholder committee comprised of City and County representatives, Harbor property owners, and other interested community members to explore interest in an annexation study.
2. Secure funding for a feasibility study of a phased or partial annexation of the North Harbor area.
3. If an annexation is pursued, required steps would include the following:
 - An application for annexation could be filed with LAFCO by petition of affected landowners or registered voters, or by City Council resolution.
 - Prepare CEQA document for annexation.
 - Negotiate the allocation of property tax revenues between the City, County, and affected special districts.
 - Hold a public "protest hearing" to determine whether the proposed annexation must be approved without an election, terminated, or whether an election must be called to determine the proposal's outcome.
 - Identify redevelopment and revitalization needs, options, and financing mechanisms for revitalization.



STRATEGY 2.6 SUPPORT THE SKUNK TRAIN (ONGOING)

Description

The Skunk Train is an important tourism serving asset in Fort Bragg.

Responsibility

Mendocino Railway, City of Fort Bragg

Possible Next Steps

1. Work with Skunk Train to expand services to include hauling people & products.
2. Improve Skunk Train promotions with the business community & Guest House Museum.



PRIORITY 3: ARTS

Fort Bragg and Mendocino Coast generally are well known for the arts, particularly fine arts, woodworking and performing arts. The arts are an economic engine for Fort Bragg, as they: 1) provide activities for visitors and improve the strength of our tourism economy; 2) are a source of self-employment for a significant number of local residents; and 3) are a revitalizing force for the economy and the quality of life of residents by making Fort Bragg a culturally vibrant location. Many current high tech communities started out as artist communities that attracted the talent and interest of the “creative” class, which is a major economic driver of the California and the Bay Area economies.

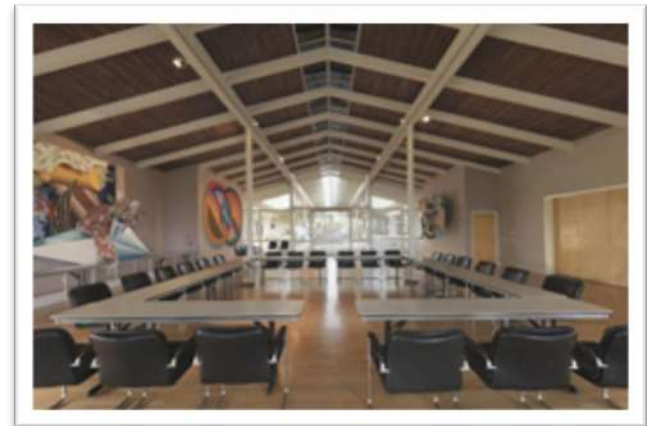
STRATEGY 3.1 COMPLETE FEASIBILITY STUDY FOR A CONFERENCE/PERFORMING ARTS CENTER (2016)

Description

A multi-use performing arts/conference center of a moderate size would be a welcome community asset and add strong visitor appeal to Fort Bragg. For maximum economic development impact and multiplier effect, if built the Conference Center should be located within walking distance of the historic downtown to encourage positive spin-offs from patrons’ visits to restaurants and shops. According to community input the facility should:

- Be designed as a flexible, multiple-use facility that meets the needs for meeting space, small conference uses and an intimate space for performances. Many current performance spaces are physically deteriorating and technically inadequate, or too large to comfortably host smaller performances, and local meeting rooms are generally too small to accommodate groups larger than 50 to 100 persons.
- Include commercial-grade kitchen facilities and dining/meeting space for up to 200 guests to combine culinary arts education and services with event venue.

The center could serve community and tourist serving events such as the Wine and Crab Festival, the Mendocino Music Festival, Symphony of the Redwoods, Redwood Coast Whale and Jazz Festival, Fort Bragg Whale Festival, and more. It could also serve as a year-round venue for hospitality events and weddings.



Responsibility	City of Fort Bragg; community performing arts groups; other community groups; lodging establishments.
Feasibility	The feasibility of a conference/performing arts space would be studied.
Project Cost	\$15,000 for facility feasibility study.
Expected Effects	A small increase in performing arts jobs and hospitality sector jobs, and increased retail sales taxes and bed taxes (TOT) from over-night conference participants or performing arts viewers.

Tactics

1. Seek funding to complete a feasibility study for the facility (2017 or 2018).The feasibility study should include:
 - a) A market analysis;
 - b) A development program (size and configuration of the space to respond to market needs); and
 - c) An analysis of how Development Agreements have been used by other communities to facilitate the development of a conference center and/or performing arts center. The study should help City Council determine if and how to use a Mill Site Development Agreement to facilitate construction of a conference center/performing arts facility as part of Dry Shed #4 or as part of the hotel development at the western terminus of Redwood Ave.

STRATEGY 3.2 DEVELOP THE INDUSTRIAL ARTS CENTER @ DRY SHED #4 (AS FEASIBLE)

Description Establish an Industrial Arts Center as envisioned in the Industrial Arts on the Mill Site Feasibility Study (2009) in the Mill Site's Dry Shed #4 building. The Center should highlight the woodworkers of the College of the Redwoods woodworking program and provide space for other appropriate light-industrial arts activities. A separate woodworkers facility that highlights the unique and very valuable fine woodworking products in Fort Bragg could be developed. This program/space should ideally include subsidized work space and the opportunity to share high-end tools. This facility could be formed with the assistance of the City and spun off with its own board of directors. The center which combines visually interesting light manufacturing, art studios, a gallery, and event space would become a destination for both visitors and residents.



Responsibility	City of Fort Bragg, College of the Redwoods, Fort Bragg arts community, Mendocino Art Center
Project Cost	Construction costs of about \$5 million
Funding Sources	State of California non-profit low-interest bonds, Mill Site developer, sweat equity, capital campaign
Feasibility	A feasibility study has been completed which shows that the facility could be successful if a significant capital campaign is waged.
Expected Effects	Attraction, retention, and/or growth of small arts and crafts businesses, increase in sales tax and transit occupancy taxes.

Tactics

1. Identify funding source(s), secure equity and gain site control (as feasible).
2. Undertake design and engineering activities, obtain necessary entitlements, and obtain project financing and bond guarantee (as feasible).
3. Undertake construction, hire permanent staff, occupy, lease, and initiate facility programs (as feasible).
4. Form a 501(c) (3) to own and operate the building.
5. Develop a legal framework for building ownership and management.
6. Lease out space.

STRATEGY 3.3 ENCOURAGE INSTALLATION OF “PUBLIC” ART THROUGHOUT FORT BRAGG (ON BOTH PUBLIC AND PRIVATE PROPERTY)

Description	The Mendocino Coast has a thriving arts community, and Fort Bragg is home to several galleries. However, art displays and arts education are generally limited to the classroom or studio. Public art, which consists of both publicly funded art and privately funded art that is visible from the public realm, helps to create an unforgettable sense of place. Public art can be commissioned as part of community infrastructure and other improvement projects or through private development. Public Art that is incorporated into private projects can improve the visual and architectural interest of private sector developments. The City of Fort Bragg can facilitate and encourage public art through various means, such as provision of planning incentives, encouraging public art through the Design Review process and funding public art projects. Support for public arts projects would in turn help to support and sustain the local arts community and would further enhance Fort Bragg’s reputation as an arts community, thereby increasing visitation and arts sales.
Responsibility	City of Fort Bragg, developers, arts community

Project Cost Paid for by project implementer.
Tactics

1. Research public art policies/programs in other communities and convene a meeting of arts and other community members to discuss opportunities for and interest in creating public art.
2. Investigate feasibility and opportunities for requiring public art as part of major public infrastructure and development projects.
3. Encouraging/requiring public art as part of Design Review for new development projects that have significant visual impacts on the community.

STRATEGY 3.4 ENCOURAGE CULTURAL HERITAGE EVENTS IN FORT BRAGG (2017)

Description Fort Bragg is the traditional home of the Pomo people, some of whom still live in the Fort Bragg area. As the first area inhabitants, the Pomo history is an important part of Fort Bragg's story, and cultural heritage events could help to educate and enrich the local community as well as tourists about their culture. Fort Bragg's population is also comprised of a significant number of Portuguese, Mexican and Latin American immigrants and descendants. Cultural heritage days focused on these cultures would help to educate and entertain the entire community and could bring new tourists to our area.



Responsibility Native American Tribes, Latino and other community organizations, Fort Bragg Promotion Committee, Chamber of Commerce, City of Fort Bragg

Feasibility High, with interest and support. Hiring of an event coordinator would increase feasibility.

Project Cost Unknown.

Possible Next Steps

1. Require the Promotion Committee to support at least one Latino event per year with promotion committee funding.
2. Encourage and facilitate event development with Native American, Portuguese and Latino community members.
3. Encourage outreach between cultural groups and promotional entities such as Promotion Committee, Chamber, and Visit Mendocino.

STRATEGY 3.5 COMPLETE A FEASIBILITY STUDY FOR A CULTURAL HERITAGE MUSEUM (2017-2018)

Description	A high quality cultural history museum that celebrates and honors Native Pomo history and the natural history of the Mendocino coast. This could be a stand-alone facility or incorporated into the Noyo Center Discovery Center.
Responsibility	Native American tribes, City of Fort Bragg
Project Cost	Estimated \$20,000 for a project feasibility study.
Expected Effects	Increase in hospitality sector jobs, retail sales taxes and bed taxes (TOT).

Tactics

1. Convene a meeting of interested parties and Pomo elders to develop a project concept (2017).
2. Acknowledge the City's historic and current connections with the Native American community through interpretive panels on the Coastal Trail, a small exhibit at the Guest House Museum and eventual exhibits at the Cultural Heritage Museum.
3. Complete a feasibility study of concept (2018).
4. Explore feasibility of providing access for cultural activities on the Mill Site and/or Coastal Trail/Noyo Center properties.



PRIORITY 4: QUALITY OF LIFE

The implementation of most of the strategies in this document will contribute to Fort Bragg's quality of life. A high quality of life will result in increased happiness and health for Fort Bragg residents, workers, business owners and visitors. The following strategies (found elsewhere in this document) will improve our quality of life as well as the strategies specifically described under this priority.

- Strategy 1.5 Strengthen the Downtown
- Strategy 1.6 Develop the Noyo Center for Science and Education (2014-2019)
- Strategy 1.7 Improve Access to Technology In and Around Fort Bragg (2014)
- Strategy 2.1 Construct the Coastal Trail (2014, 2015 & 2017)
- Strategy 2.3 Increase Recreational Facilities (ongoing-2018+)
- Strategy 2.4 Encourage Development of Fun, Visitor-Attracting Amenities in Fort Bragg (2016)
- Strategy 3.3 Encourage installation of "public" art throughout Fort Bragg (on both Public and Private Property)
- Strategy 3.4 Encourage Cultural Heritage Events in Fort Bragg (2017)

STRATEGY 4.1 IMPLEMENT CLIMATE ACTION PLAN & INCREASE ENERGY INDEPENDENCE (2014-2018+)

Description	Fort Bragg has been a leader in efforts to address climate action. Recent efforts have included: 1) completion of a Climate Action Plan; 2) award of a California Energy Commission loan to implement high-priority greenhouse gas reduction projects; 3) implementation of the plastic bag reduction ordinance; 4) purchase of low-emissions City vehicles; and 5) approval for installation of electric vehicle charging stations once funding is received. The City is an active participant on the Mendocino Woody Biomass Working Group.
Responsibility	City of Fort Bragg, Woody Biomass Working Group, MendoFutures, Renewable Energy Development Institute, local businesses, and individual community members.
Feasibility	Depends upon selected tactics.
Tactics	1. Continue to implement Climate Action Plan. 2. Investigate feasibility of a City-owned utility such as a solar farm. 3. Continue pursuit of biomass/co-generation plan through participation on the Mendocino Woody Biomass Working Group.

STRATEGY 4.2 CONTINUE TO ENCOURAGE SUSTAINABLE AND GREEN BUILDING PRACTICES (ONGOING)

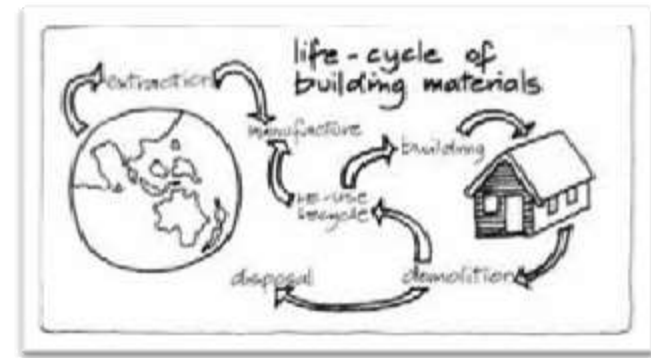
Description Sustainable development and smart growth play an increasingly important role in community economic, social, and environmental health. Numerous cities, counties and states have adopted green building, storm water management, waste recycling, alternative energy, and smart growth planning programs. The City of Fort Bragg encourages sustainable practices through its regulatory powers and by providing incentives.

Responsibility City of Fort Bragg, builders and developers, building materials suppliers, consumers

Program Cost Staff time

Tactics

1. Continue to provide planning incentives for the incorporation of green building technologies/techniques into residential and commercial construction.
2. Continue to require retention of natural terrain, views, drainage, and vegetation during site development projects.
3. Continue to showcase examples of sustainable landscaping and stormwater management within parks and City projects.
4. Continue to require efficient water use via natural drainage, drought tolerant landscaping and water conservation, and rainwater capture.
5. Continue to require new street and building orientation to take advantage of passive and active solar energy.



STRATEGY 4.3 PROMOTE FORT BRAGG AS A DESIRABLE COMMUNITY FOR FAMILIES (2017-2018)

Description Fort Bragg's schools have experienced declining enrollment over the past ten years, and local businesses report a shortage of both entry-level and trained, experienced workers. When major employers such as schools, hospitals, and local governments recruit for professional positions such as certificated teachers, and finance, medical, and human resource professionals, recruitment pools are small, and turnover of new hires from out of the area is high. The entire community benefits when local families are able to stay, or when new

families arrive to live and work in Fort Bragg. Family growth results in expansion of the worker pool and in increased disposable incomes that are spent to lift the local economy.

Responsibility City of Fort Bragg, other local employers, promotional organizations, community organizations, local community

Feasibility Depends upon selected tactics

Tactics

1. Combine recruitment efforts between City, County, school district, college, hospitals, and other larger employers to increase opportunities for two wage earners in a recruited family to obtain local jobs.
2. Work with promotional organizations such as the Fort Bragg Promotion Committee, Chamber of Commerce, and Visit Mendocino/Lodging Association, to develop and implement a family recruitment campaign that promotes Fort Bragg's attributes to non-residents.
3. Work with community organizations and local promotional outlets to develop a civic pride campaign to promote Fort Bragg's attributes to residents.

STRATEGY 4.4 CONTINUE CITY BEAUTIFICATION EFFORT (ONGOING)

Description The city-wide beautification effort is improving the look of the built environment.

Responsibility City of Fort Bragg, neighborhood groups, business owners, residents

Program Cost Cost recovery through code enforcement fees

Tactics

1. Pro-actively address homeless and vagrancy issues through targeted assistance and code enforcement for the safety of the homeless, residents and visitors.
2. Continue proactive code enforcement (sign code enforcement, weed abatement, elimination of nuisances, etc.)
3. Undertake citywide greening activities such as:
 - Plant street trees
 - Consider traffic circles and "garden blocks"
4. Continue Mayor's Well Done awards.



IMPLEMENTATION WORK PLAN

This economic development strategy is ambitious. It will require the coordinated efforts of City staff, City Council and business and non-profit partners. Some strategies will not be implemented if other pressing needs for staff time are identified. Additionally, most of the tactics will be implemented by City staff, and staff has many other commitments, including: long range planning, development of special projects, current planning, implementation of affordable housing grants, grant writing and administration, and other activities. The table below identifies the estimated time commitment and year by staff person for each strategy.

Economic Development Strategy Work Plan																		
		2014				2015				2016				2017				
		Marie	Jennifer	June	Consultants	Marie	Jennifer	June	Consultants	Marie	Jennifer	June	Consultants	Marie	Jennifer	June	Consultants	
Priority 1: Jobs																		
Strategy 1.1	Proactively Recruit New Business (2014+)	11%	5%	7%	\$ 5,000	11%	5%	7%	\$ 5,000	11%	5%	7%	\$ 5,000	11%	5%	7%	\$ 5,000	
Strategy 1.2	Actively Grow and Retain Business (2014+)	7%	11%	6%	\$ 5,000	7%	11%	6%	\$ 5,000	7%	11%	6%	\$ 5,000	7%	11%	6%	\$ 5,000	
Strategy 1.3	Complete the Mill Site Specific Plan Entitlement Process (2014-2016)	40%		2%	\$ 97,500	40%		2%	\$ 97,500	20%		5%						
Strategy 1.4	Revise Zoning to Allow Some Job-Generating Community-Supported Development on the Mill Site (2015)	12%		4%	DDA	6%		2%	DDA									
Strategy 3.1	Strengthen the Downtown		5%			5%		5%	Grants	10%	10%	5%	Grants					
Strategy 1.5	Develop the Noyo Center for Science and Education (2014-2019)	See Noyo Center Budget																
Strategy 1.6	Improve Access to Technology In and Around Fort Bragg (2014)	Council Directed Activity																
Priority 2: Tourism Sector																		
Strategy 2.1	Construct the Coastal Trail (2014, 2015 & 2017)	20%								40%	0%	5%	Grants	30%				
Strategy 2.2	Continue to Provide Excellent Tourism Marketing & Support Eco-Tourism (Ongoing)	5%	5%		\$ 70,000		5%		\$ 70,000		5%		\$ 70,000					
Strategy 2.3	Increase Recreational Facilities (ongoing-2018+)					5%	10%	5%	Grants									
Strategy 2.4	Encourage Development of Fun, Visitor-Attracting Amenities in Fort Bragg (2016)									5%	10%	5%	Grants					
Strategy 2.5	Capitalize on the Noyo Harbor and Consider Annexation (2017)													20%		5%	\$ 10,000	
Strategy 2.6	Support the Skunk Train (ongoing)																	
Priority 3: Arts																		
Strategy 3.1	Complete Feasibility Study for a Conference/Performing Arts Center (2016)													20%	5%	1%		
Strategy 3.2	Develop the Industrial Arts Center @ Dry Shed #4 (as feasible)																	
Strategy 3.3	Encourage installation of public art throughout Fort Bragg	5%				5%				5%								
Strategy 3.4	Encourage Cultural Heritage Events in Fort Bragg (2017)		5%				5%				5%							
Strategy 3.5	Complete a Feasibility study for a Cultural Heritage Museum (2017-2018)													20%	5%	1%		
Subtotal		100%	31%	19%	\$ 177,500	79%	36%	27%	\$ 177,500	98%	46%	33%	\$ 80,000	108%	26%	20%	\$ 20,000	
Other Activities																		
	Current Planning	15%		15%		15%		15%		15%		15%		15%		15%		
	Team Management	5%				5%				5%				5%				
	Building & Sign Permits			20%				20%				20%				20%		
	Affordable Housing Grant program		15%	15%			30%	30%							15%	15%		
	Grants		50%				50%				50%				50%			
Totals		120%	96%	69%	\$ 177,500	99%	116%	92%	\$ 177,500	118%	96%	68%	\$ 80,000	128%	91%	70%	\$ 20,000	

APPENDIX A: ONGOING PRIORITIES

The City is engaged in many activities to implement Council's ongoing priorities. The following activities will be undertaken as part of the City's overall implementation of the City Council's priorities and are not considered part of the Economic Development Strategy. This allows staff to narrow the focus and increase accountability for implementation of the Economic Development Strategy.

ASSERT INFLUENCE IN THE FUTURE REUSE OF THE COLLEGE OF THE REDWOODS CAMPUS (2014+)

Description

The Fort Bragg satellite campus of the Eureka-based College of the Redwoods (CR) community college has traditionally been an essential resource to area youth for academic and career training, offering pathways and counseling for technical and higher education opportunities. It also has offered a variety of lifelong learning opportunities for community residents. Like all California community colleges, CR has suffered severe budget cuts in recent years, and reduced class offerings and basic services at the Fort Bragg campus. Although Fort Bragg's world-renown Fine Woodworking Program, (sponsored through CR) is still functioning well, CR's regular student population and number of staff have sharply declined due to budget cuts and program uncertainties. CR's administration has expressed a desire to work with the community to ensure that the Fort Bragg campus remains relevant and useful to the community, but community confidence in the viability of the campus as a satellite of CR is at an all-time low. The City Council must remain actively engaged to ensure the college remains in Fort Bragg and meets community needs.



Responsibility

City Council, CR Administration, Board, and local personnel, all local educational institutions, local employers, community organizations and other community stakeholders

Feasibility

High, with high and consistent local involvement.

Project Cost

Unknown.

Tactics

1. Convene meetings with community stakeholders to ascertain current conditions and recommend solutions to ensure that the campus continues to operate for higher education purposes.
2. Take a lead role in conveying information from community stakeholder meetings to CR Administration and Board.
3. Take a lead role in encouraging non-traditional facility uses in order to achieve optimal use of the campus, if space is available.
4. Work with operator to encourage provision of life-long learning opportunities such as art courses, accreditation courses etc.

SECURE WATER RIGHTS & STORAGE FOR CURRENT AND FUTURE NEEDS

Description	The City of Fort Bragg will need to develop new water sources and storage facilities in order to serve existing and future development on and off the Mill Site and throughout the City.
Responsibility	City of Fort Bragg, G-P, regulatory agencies
Feasibility	High and critical to success of reuse effort

Tactics

1. Complete Summers Lane Water Storage Facility.
2. Secure additional water sources and storage facilities.
3. Work with G-P to secure water rights for the benefit of future development on the Mill Site.
4. Transfer G-P's water rights to the City of Fort Bragg.
5. Continue to identify grants and other avenues of funding to improve and conserve the Fort Bragg water supply.



REPAIR & IMPROVE CITY INFRASTRUCTURE & PUBLIC FACILITIES (ONGOING)

Description	Some City streets and other facilities suffer from years of deferred maintenance due to Proposition 13 and City's dependence on sales tax revenues to fund public works projects. In 2005, and again in 2013, City voters approved a ½ percent sales tax for local street maintenance, and these revenues will result in ongoing improvements to local streets. The City's waste water system, sewage treatment plant, and stormwater
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infrastructure are also all in need of capital investments. The City has completed a Waste Water Treatment Master Plan, a Public Facilities Master Plan, an Alley Master Plan, and Phase I of a Water Facilities Plan. These plans provide prioritized task lists and cost estimates which put the City in a “readiness” position to secure funding and proceed to implementation.

Responsibility

City of Fort Bragg

Feasibility

Master Plans have provided prioritized tasks list and estimated capital improvement costs of City facilities and infrastructure.

Tactics

1. Update master plans as required.
2. Complete and implement streets maintenance schedule and financing plan.
3. Continue to implement the City’s Storm Water Management Program.
4. Identify and pursue additional financing and grant funds for infrastructure improvements to:
 - a. Waste Water Treatment Facility
 - b. Water Treatment Plant and water collection facilities
 - c. Stormwater management system
 - d. Street lights
 - e. Fire suppression infrastructure
 - f. Park maintenance and acquisition
 - g. Telecommunications facilities
 - h. Parklands
 - i. Community facilities
5. Implement pilot “green alleys” and “green streets” stormwater management systems.
6. Consider the feasibility of retrofitting older neighborhoods with green streets as part of major street reconstruction projects.

DEVELOP AN ECONOMIC LOCALIZATION PROGRAM (2017-2018)

Description

Localization is a repackaging of the traditional concept of “keeping it local,” whether referring to business, shopping, food production, investment, employment, or media distribution. The goal is to strengthen the local community by encouraging local residents and businesses to purchase from local businesses rather than non-

local corporate providers, and to encourage local production of food and commodities. Many communities have initiated localization efforts with the following themes:

1. Networking activities to facilitate business-to-business exchange of ideas, goods, and services between local businesses within the local economy, such as events, mentoring programs, and development of a local Business Directory.
2. Educational activities for businesses and consumers include annual local food system dinner, workshops.
3. Promotional activities such as “buy local” campaigns to market local businesses to consumers.

Responsibility

Business community, Promotion Committee, Noyo Food Forest, local farmers and ranchers, City of Fort Bragg

Feasibility

Willits and Ukiah both have economic localization programs.

Program Cost

Staff time

Possible Next Steps

1. Assist businesses that are actively developing alternative energy such as bio-diesel, solar, etc.
2. Develop and distribute economic data about the benefits of local shopping on job creation, tax revenues, etc.
3. Investigate feasibility of establishing a locally-owned co-op for basic household goods and other products.
4. Investigate feasibility of expanding the Farmer’s Market:
 - Establish a year-round farmers market.
 - Add a second market day at a location closer to low-income Fort Bragg neighborhoods.

SUPPORT WORKFORCE DEVELOPMENT (ONGOING)

Description

Many organizations are engaged in the important task of preparing coast residents for work including: Fort Bragg Unified School District, College of the Redwoods, the Workforce Investment Board (WIB), Regional Occupational Program (ROP), West Company/SBDC/Women’s Center, and the local Employment Development Department. These organizations work on a variety of activities including life-skills courses, workforce development, vocational training, workplace needs assessments, mentorship, and Junior Achievement Programs. These programs also provide career training for the restaurant, construction, nursing and gardening sectors.

Responsibility

Local schools and community college, Jobs Alliance, workforce development agencies, area business owners

Tactics

1. Support the County Office of Education and Fort Bragg Unified School District efforts to provide job coaching, skills, and education to the local work force.
2. Encourage participation of businesses and professionals in local School-to-Career and Career Technical Education events such as Career Day.
3. Convene a meeting of large area employers (e.g. Harvest Market, North Coast Brewery, the School District, Coast Clinic, Safeway, MCDH) and area workforce development organizations (College of the Redwoods, COE, Fort Bragg Unified School District, MPIC, West Company) to develop a workforce development agenda and strategy for addressing specific workforce development needs and issues.

ENHANCE THE “GATEWAY” OF SOUTH FORT BRAGG (2015)

Description South Fort Bragg, the Boatyard Shopping Center and the College of the Redwoods campus serve regional retail and educational needs. This area is ideal for future regional-serving retail and educational development as it is readily accessible via Highway One and Highway 20, mitigates car traffic into the City of Fort Bragg, and offers under-developed and undeveloped parcels. Through zoning controls, signage, site design and infrastructure improvements, the City can encourage development of additional regional retail serving businesses in this node. All new projects (residential, retail, commercial and mixed-use) should have excellent design at this main entry to Fort Bragg.

Responsibility City of Fort Bragg, developers, business and property owners, CalTrans, and MCOG

Tactics

1. Install new welcome signage at entrance to Fort Bragg south of the Noyo Bridge (2014).
2. Complete and implement the Fort Bragg Wayfinding Plan for Main Street (2015 – 2016).
3. Secure funding to implement bicycle and pedestrian infrastructure improvements in South Fort Bragg and on Main Street north of the Noyo Bridge, as identified in the South Main Street Access and Beautification Plan (2015-2019).
4. Ensure that new development incorporates exceptional design characteristics as outlined in the City’s Design Guidelines and helps to identify the City as a delightful tourist destination (ongoing).

ENSURE THAT COMMUNITY MEETINGS & EVENTS ARE BROADCAST (2014+)

Description The City of Fort Bragg and many other local government entities, special districts, and community organizations have relied upon Mendocino Coast Television (MCTV) to broadcast public meetings and events

for many years through the “PEG” (Public, Education, Governmental Access) stations provided through Comcast (now Xfinity), the local cable television operator. The broadcasts promote transparency and provide access to information for community members who are unable to attend meetings. In addition to MCTV, there is a local private business that videotapes local meetings and streams the video on their website, which is important to those who want to view meetings and events but do not have cable access. MCTV’s board is in the process of dissolving itself as a non-profit corporation, and it ceased its broadcasts in July 2013. The City, the local franchisee of Comcast/Xfinity, has taken steps to recruit a successor PEG entity or operator. In the interim, the City is utilizing the private video-streaming operator to broadcast its meetings on the internet.

Responsibility

City of Fort Bragg, MCTV Board, PEG partners, community.

Feasibility

High.

Project Cost

Unknown. Through the franchise agreement with Comcast/Xfinity, the City has some funding available to transfer to a new operator. Other organizations that utilized MCTV services in the past allocated funding to pay on a per-hour or per-broadcast basis.

Tactics

1. Continue to lead the effort to secure an operator for local PEG stations.
2. Investigate ways to continue internet streaming of City and other local government, special district, and community organization meetings and events to maximize transparency and sharing of information.

APPENDIX B: OTHER STRATEGIES

The strategies below were generated from public workshops held in 2013, but they were not selected to be included in 2014-2019 Strategy. Reasons for excluding these strategies are varied and include the following:

- Strategy is in conflict with other strategies included in the final Strategy;
- Strategy is beyond the scope of the Economic Development Strategy;
- Strategy is not a current City Council priority;
- Strategy has already been implemented or is included in other goals/strategies.

The excluded strategies are sorted below into the most appropriate key priority category as provided in the 2014-2019 Strategy.

JOBS:

Provide incentives to fill empty store fronts

Investigate 3-D printing center

ENFORCE NON-SMOKING BAN ON CITY STREETS IN DOWNTOWN AS A WAY OF KEEPING BAR CUSTOMERS INSIDE THE BARS

Investigate economic impact of attracting small chain stores to ensure that Fort Bragg can provide shopping basics

Investigate feasibility of shared use kitchen for hospitality events (this is different from a production kitchen ala Chubby's)

Develop Main Street type of program

Investigate ordinance to prohibit window posting of lodging rates; posting of misleading rates

Analyze incentives to make sure they achieve desired goals

Phase Mill Site development to accommodate future economic opportunities & avoid diluting existing economics strengths

Provide customer service training to improve visitor and local experience

Support Economic Development Finance Corp. (EDFC)

Improve access to Fort Bragg via roads, airport
Advocate for Noyo Harbor breakwater

Investigate feasibility of improving public transportation

TOURISM:

Locate new visitor serving retail development on the Mill Site in the area directly west of downtown

Determine the feasibility of a high-end, boutique and/or resort hotel and retreat center

Establish a Pedestrian Friendly Central Park to Connect Downtown Fort Bragg to the Coast

Bicycle rental program (ala "zip car" model)

Look at feasibility of adding Zip Line or challenge course [in Jackson State forest]

Establish a bike park (BMX)

Establish a community entrance to Fort Bragg at northern entry to town

Work with local visitor serving businesses to better accommodate visitors (re: serve dinner later; open Sun-Tues; music after 10pm)

Provide blanket ABC license to serve wine for downtown events (First Friday)

QUALITY OF LIFE:

Ensure that new development is revenue positive for the city

Encourage the development of affordable & workforce housing

Continue housing rehabilitation program

Investigate strategies to reduce foreclosures

Establish/encourage electric vehicle use in town

Provide support, education to local non-profit boards

Encourage provision of life-long learning opportunities such as arts courses; accredited courses

ON-GOING PRIORITIES:

Repair & Improve City Infrastructure & Public Facilities:

- Consider tax impacts of City infrastructure improvements when planning construction.
- Implement fix to restructure water/sewer fee tiers so small users are not penalized
- Consider provision of utilities by City utility district (broadband, electricity)

Support Workforce Development:

- Address substance abuse and general lack of employability of workforce