



COLUSA 2020:

City of Colusa
Comprehensive Economic
Development Strategy (CEDS)



Introduction

July 2020

As of this writing, unusual circumstances have emerged world-wide with implications for the future of Colusa. In January 2020, the American economy was at a 50-year high and the unemployment rate had dropped to a national low; hovering around 4%. At the State level, California's budget surplus was at \$22 billion and both cameral houses were in constant conversation over how to spend the money.

By March 2020, a novel Coronavirus (later called COVID-19) began to spread, creating a global pandemic and forcing multi-nation quarantines. Businesses everywhere were closed in an effort to slow the progression of this deadly disease. As a result, world-wide unemployment rates spiked, impacting international trade, and testing local resiliency. The City of Colusa has not been immune to the effects of this disease and as of now, is continually evolving its response.

Despite these troubles, the City of Colusa has still found cause to remain hopeful. Earlier in 2020, the City began to discover new sources of Federal and State funding it had not known about or used before. Additionally, the City of Colusa was recently designated an 'Opportunity Zone' opening more doors to more funding. Collectively, these sources are beginning to illuminate a path for the City in which it can help solve some of its most long-standing and impactful problems

In the end, Colusa is no stranger to tough times and has shown itself to be undoubtably resilient. The 150-year history of Colusa is proof positive that this is a City capable of coming back from the brink. Perhaps the quiet confidence of this historic town is built on the knowledge that it can be astoundingly creative in the face of challenge, proving the old adage that when one door closes, another one opens.

In Colusa's case, it seems to be a multitude of doors opening and the light shining in comes from the bright place of possibility.

"When one door closes, another opens: but we often look so long and so regretfully upon the closed door that we do not see the one which has opened for us."

- Alexander Graham Bell

Prepared for the City of Colusa by:

Golden Oak Business Services
August 2020



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Special Thanks

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- City of Colusa School District
- Visit Amador- Melissa Haines
- California Emerging Technology Fund
- Civilis Consulting Group- Michele Reeves
- USDA Rural Development
- CA Housing & Community Development

Special thanks to the nearly 200 individuals who participated in taking the online surveys, paper surveys, polls and more to share your information and ideas!

And to the hundreds of people who have watched the Colusa Community Conversations: your participation is appreciated and important!

Colusa Community Conversations Online Episodes # 11,12,&13



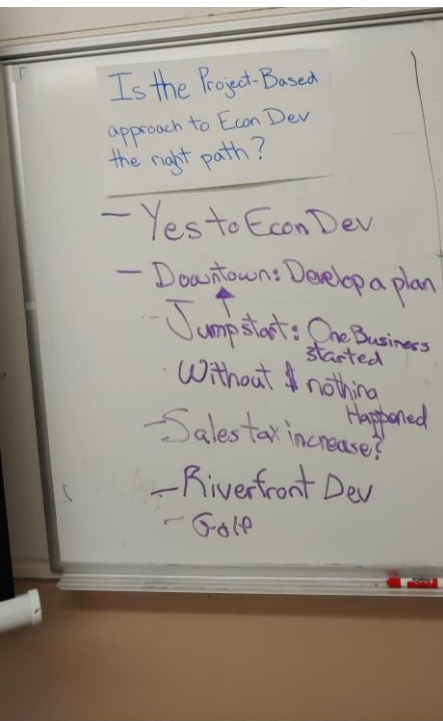
Join Mayor Josh Hill as he talks with various panelists and stakeholders about issues and topics important to the City of Colusa! The City is undergoing a Needs Assessment process leading up to the pursuit of funding to solve problems. These Episodes are a part of our Needs Assessment work and will be recorded.

<p>Episode 11 Tuesday, June 30 2pm</p> <p>High Speed Internet in Colusa & the need for Digital Literacy</p> <p><u>Featuring Guest Speaker:</u> Gladys Papallatoc From the California Emerging Technology Fund</p> <p>https://zoom.us/j/94023225790</p>	<p>Episode 12 Wednesday, July 1 2pm</p> <p>A Deeper Look at Tourism in Colusa</p> <p><u>Featuring Guest Speakers:</u> Melissa Haines from Visit Amador and community members currently engaged in Tourism or events</p> <p>https://zoom.us/j/92512891109</p>	<p>Episode 13 Thursday, July 2 2pm</p> <p>Sidewalks, Streets, & Trees: Following the Money</p> <p><u>Featuring Guest Speakers:</u> City Manager Jesse Cain, City Engineer Dave Swatz, and League of California Cities</p> <p>https://zoom.us/j/91272034236</p>
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What is a Colusa Community Conversation?

During the time of COVID-19, the City of Colusa was forced to hold public meetings, forums, and workshops on an online platform to avoid meeting in person. The platform of choice was called Zoom and allowed the city to record webinars for the public to watch and more. Over time, the City evolved the use of this platform into a topic-specific show it developed called the Colusa Community Conversations. These conversations were hosted by the Mayor and would feature a panel of stakeholders, experts, or citizens to talk about issues embedded in this CEDS report. Altogether, the City hosted 14 episodes, recorded and distributed on Facebook and via the City's website.

Creation of the CEDS

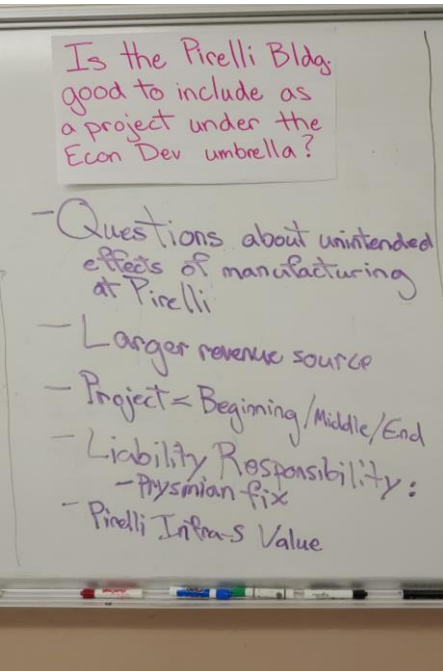


History

This document is the 'Colusa 2020: Comprehensive Economic Development Strategy' incorporating the data and input expressed by the community on topics directly affecting quality of life and long-term economic health. It reflects the values and vision diverse community members, businesses, students, and families have of their City. It also outlines a prospective future-envisioned and voiced by community members- with clear action steps and ultimate performance measures.

On March 10th, 2020, the City of Colusa held what was intended to be the first of a series of public meetings designed to capture feedback and ideas from the community on the direction they would like to take regarding economic development.

A week later, the novel coronavirus- later called COVID 19- shut down the State of California and made it impossible for future in-person gatherings. Colusa City Hall has been essentially closed for business since then.

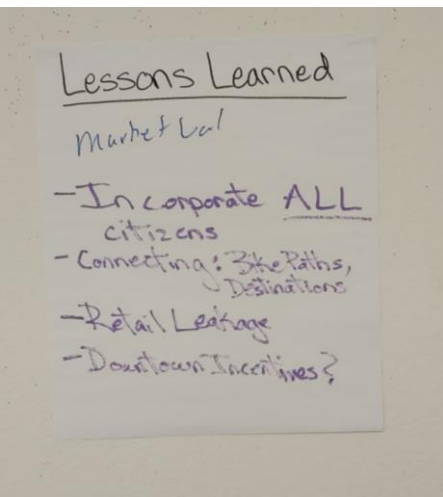


However, community input and the data gathering process was important and thus the City of Colusa quickly pivoted to online platforms and other methods of connecting with its citizens. Community meetings over Zoom, guest speakers in interactive Colusa Community Conversation forums, online and paper surveys, social media polls, one-on-one phone or in-person interviews, direct mail via the water bill and other tactics were all deployed.

Data Gathering Tactics

This report contains the summation of those activities including:

- 14 Colusa Community Conversation Zoom Platform interactive webinars with hundreds of views
- 7+ non-resident Guest Speakers via online platforms and Council Meetings
- 900 followers on Social Media platforms with between 11,000-12,000 view exposure rate monthly
- 5 online and paper surveys and social media polls with 179 respondents
- 4 Topic-Specific Small Focus Groups with leaders and stakeholders relevant to the topic
- 12 one-on-one interviews for relevant issue-specific stakeholders
- 3 Update videos sharing information, data, and updates on Economic Development initiatives
- Multiple newspaper articles sharing updates on relative Economic Development initiatives



Community Goals

As a result of this work, 4 major Community Goals emerged highlighting the areas that participants would like to see the City focus its energies on:

- 1) Improved Quality of Life: Infrastructure & Programming
- 2) Foster Innovation & Industry Sector Development
- 3) Provide Small Business Support
- 4) Rebrand Colusa & Enhance Tourism

CEDS Data Collection Process

Surveys

Consultant/Expert Recommendations

Public Meetings

Staff Input

Focus Groups

One-on-One Interviews

Raw Data

Colusa Community Conversations

Summary of Community Goals



Improved Quality of Life

Cohesive Sidewalks & Well Paved Streets
Well Maintained Parks

Implement Master Bike Pathways Plan
Build or Rehabilitate New Community Facilities to Support Needs
Enhance local programming in alignment with specified Community Needs



Foster Innovation & Industry Sector Development

Seek out valuable partnerships with regional higher education to build innovation pipeline
Provide support for start-ups in new industries
Connect new companies with existing resources
Build the future workforce for emerging industries
Create connections between Colusa pre-college education and emerging industry stakeholder
Stay on top of industry sector trends to note when resilience efforts are needed



Provide Small Business Support

Help small businesses survive and thrive with access to resources, capital, expertise, and more
Engage prospective business owners to fill empty real estate inventory
Provide partnership to solve domain or realm related issues impacting business



Rebranding Colusa/Enhancing Tourism

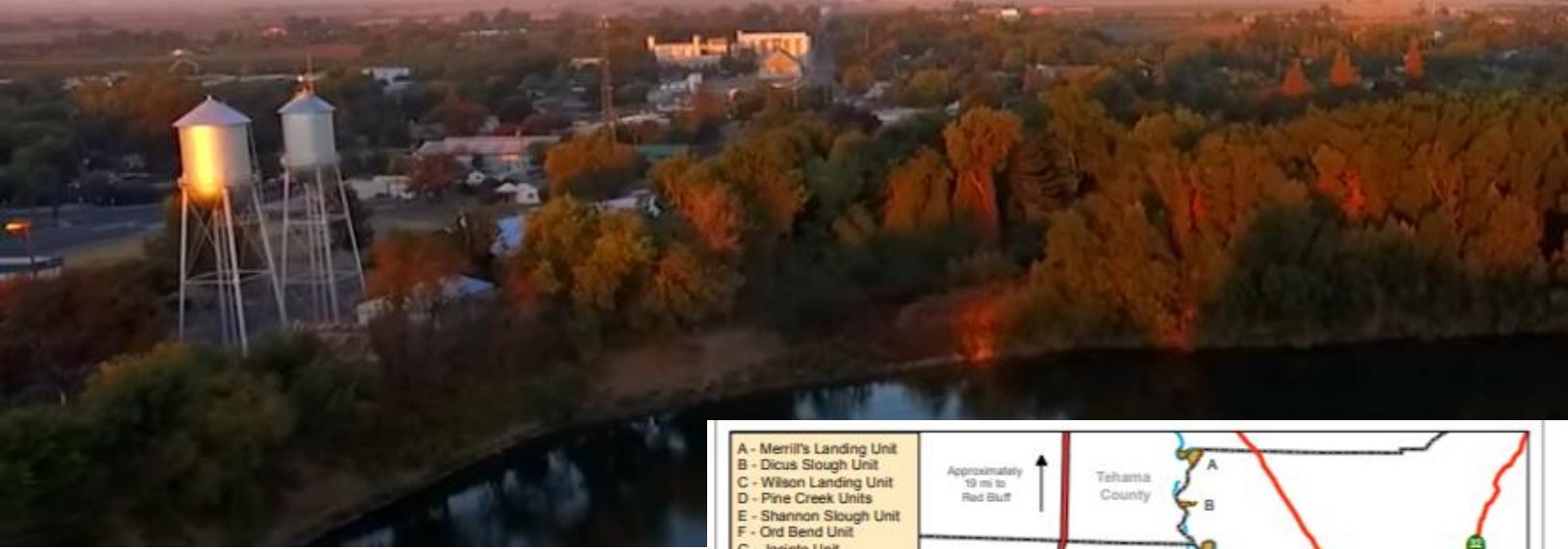
Rebrand Colusa with positive messaging
Ensure Colusa has enough amenities and accommodations to support new Tourism efforts
Lead or Support new events of all sizes in Colusa by linking staff, assets, & financial resources



Summary Background

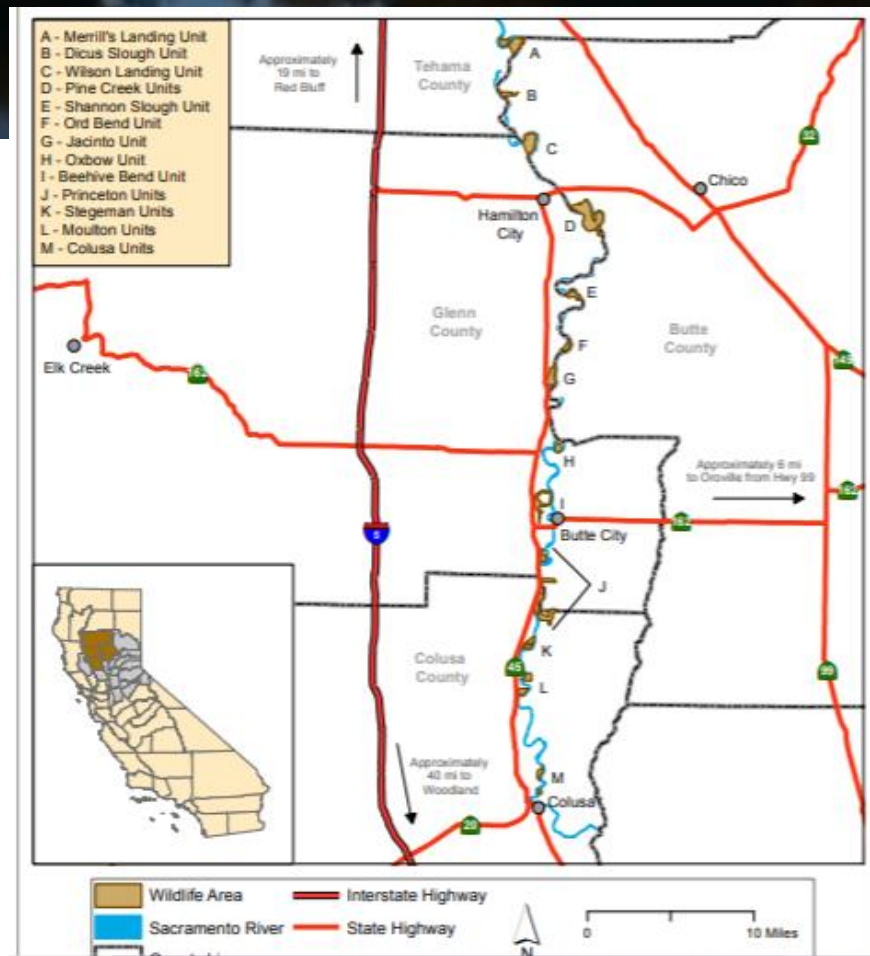
Summary Background

Natural Assets



The Sacramento River Wildlife Area is approximately 3,900 acres of riparian forest, grasslands, oxbow lakes, and gravel bars. The riparian forest is dominated by cottonwood, willow, ash, sycamore, and box elder trees with dense understory of wild grape, pipevine, and poison oak. Among the diversity of species that can be seen along the river are otters, beavers, gray fox, bobcat, western pond turtles, ash-throated flycatchers, great blue herons, egrets, and a variety of birds of prey.

The wildlife area has been acquired primarily from private individuals and corporations. The initial portion was acquired in 1958. In 1978, two more properties were acquired and the area was designated as a wildlife area by the Fish and Game Commission. Four properties were acquired in 1986-7, and more between 1989 and 1995.



Wintu Dancers

Regional Native American History

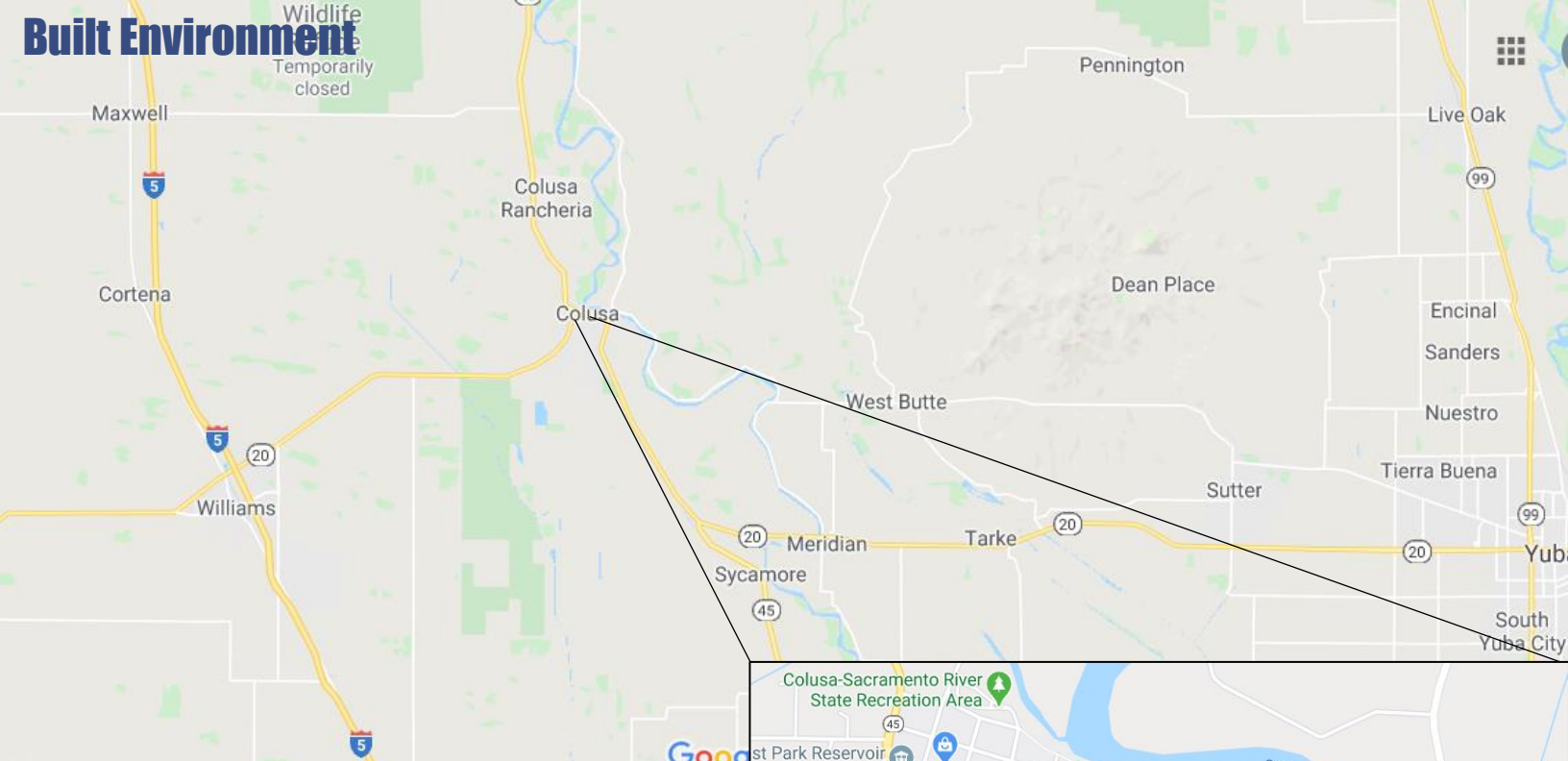
The Cachil DeHe Band of Wintun Native Americans of the Colusa Native Americans Community of the Colusa Rancheria is a federally recognized rancheria of Wintun Native Americans from central California.

Linguistic and archaeological evidence suggests that the Wintun people probably entered the California area around 500 AD from what is now southern Oregon, introducing bow and arrow technology to the region

Built Environment



Built Environment

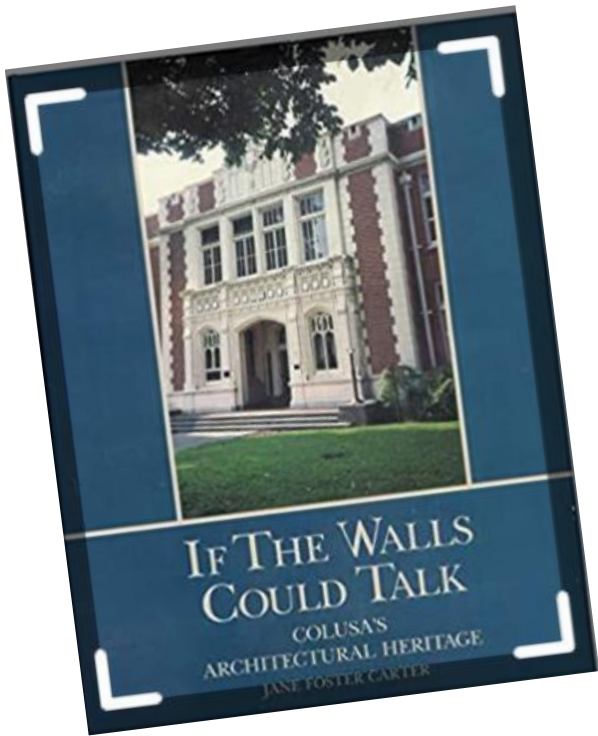


The actual Main Street of Colusa parallels the River and was the first retail hub- boasting some of Colusa's oldest buildings. Mostly brick, these buildings originally serviced the river-based traffic that first formed the Colusa economy. Concurrently, as the railroad system gradually replaced the river as the primary means of transport for goods, Colusa evolved Market Street- parallel to Main- creating a grid of retail transport between them.

Eventually, the river gave way to the railroad, and the railroad eventually succumbed to the trucking industry. Market Street eventually removed all of the rail lines embedded in the street and now, the street serves as the main thoroughfare for Hwy 20/45 – a connector between Hwy 99 and Interstat-5

Traffic studies performed by the city revealed that Market Street can see up to 20,000 cars per day.

The built environment has been largely driven by the multiple generations of transportation modes. Buildings were first constructed to serve the River, then the Rail, and finally the auto and trucking transport. The future of the built environment will continue this trend placing housing and retail in relationship to I5 and Hwy 20.



Colusa is home to a number of Victorian era- or older- homes and buildings, each with their own unique story and background. In the early years, Colusa is described as “raucous” and river-goers had their choice of brothels and saloons. But like all western towns that start out roughly, Colusa’s budding agricultural prosperity and importance as a transport hub helped the City evolve into a more stable community with streets laid out on a grid and lined with shade trees.

Erected in 1861, this Federal/Classic Revival style building is the oldest remaining courthouse in the Sacramento Valley. The 'Southern' style reflects the county's heritage and states' rights sympathies during the Civil War. In its early years, the courthouse also served as a center for cultural, social, and religious activities.



The Colusa County Historical Society is a non-profit organization dedicated to the preservation, documentation and dissemination of the history of Colusa, Glenn and Tehama counties which at one time were all part of Colusa County - one of twenty-seven original counties of California.

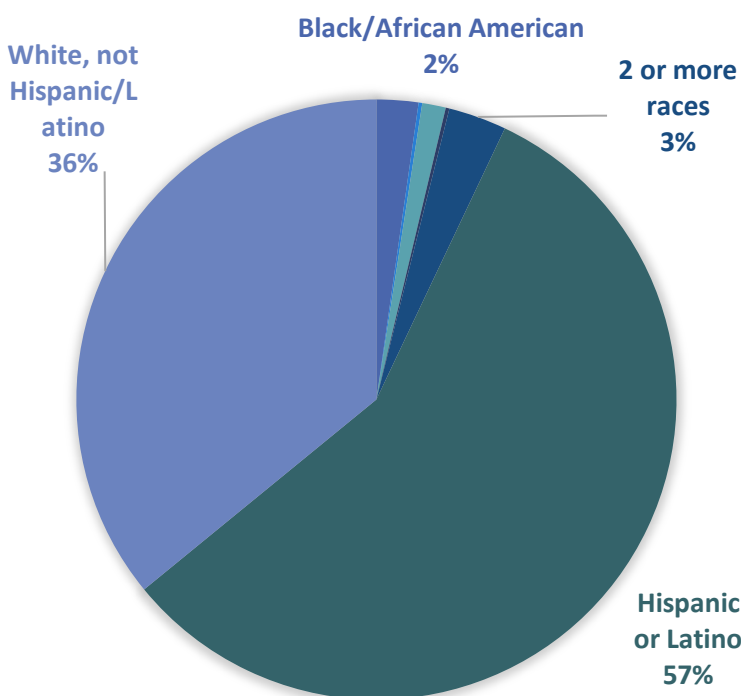


Colusa Demographics

The City of Colusa is home to a population of 5,981 individuals and bears the same name as the County it resides in (County of Colusa). The ethnic breakdown of its inhabitants is heavily influenced by two factors: the presence and need of Agriculture- a major economic driver, and the limitations of available housing within the City limits. For example, from 2000-2018, the city has only been adding an average of 1.1% available housing stock leading to a virtual cap on City residents.

Colusa has had a net positive rate of population growth over the last 10 years averaging about 150 individuals per year taking into account the attrition of births, deaths, and migration.

Currently, the City has two groups of dominant ethnic origins: 57% Hispanic or Latino and 36% White, non-Hispanic. Compared to California overall which is 39% Hispanic and 37% white, non-Hispanic.

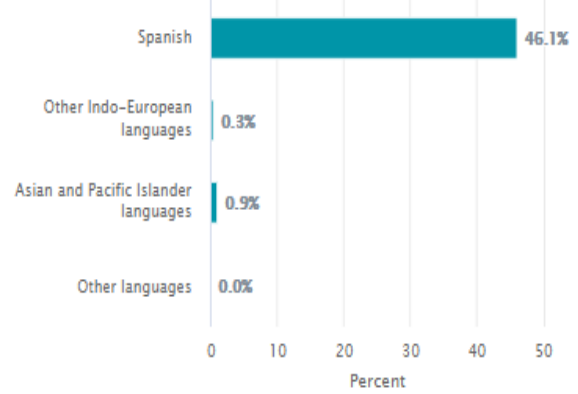


Colusa Demographics

LANGUAGE

Among people at least five years old living in Colusa between 2014-2018, 47.4 percent spoke a language other than English at home. Spanish was spoken by 46.1 percent of people at least five years old. 18.6 percent reported that they did not speak English “very well”.

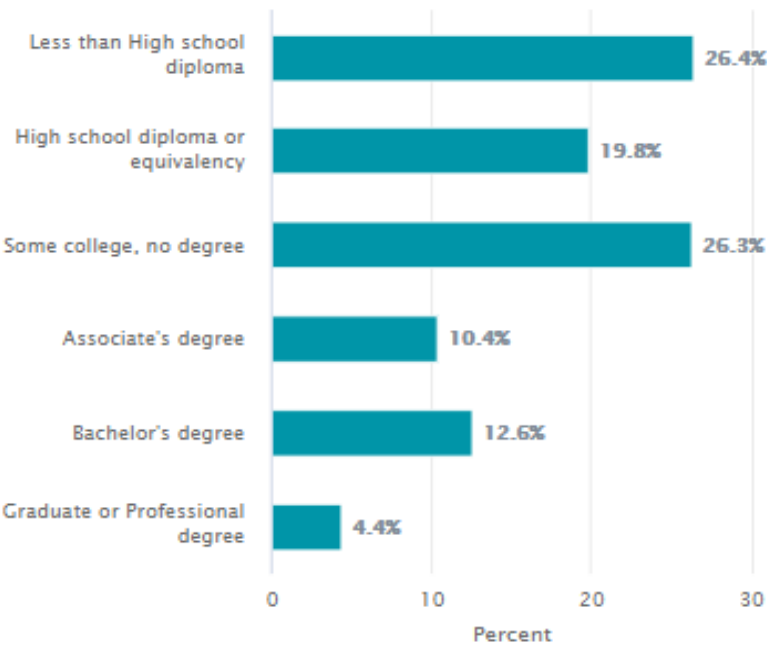
Percent of people over 5 years old that speak a language other than English



EDUCATION

Between 2012-2018, 73.6 percent of people 25 years and over had at least graduated from high school and 17.1 percent had a bachelor’s degree or higher. An estimated 26.4 percent did not complete high school. The total school enrollment in Colusa was 1,592 between 2014-2018. Nursery school enrollment was and kindergarten through 12th grade enrollment was 1,134. College or graduate school enrollment was 378.

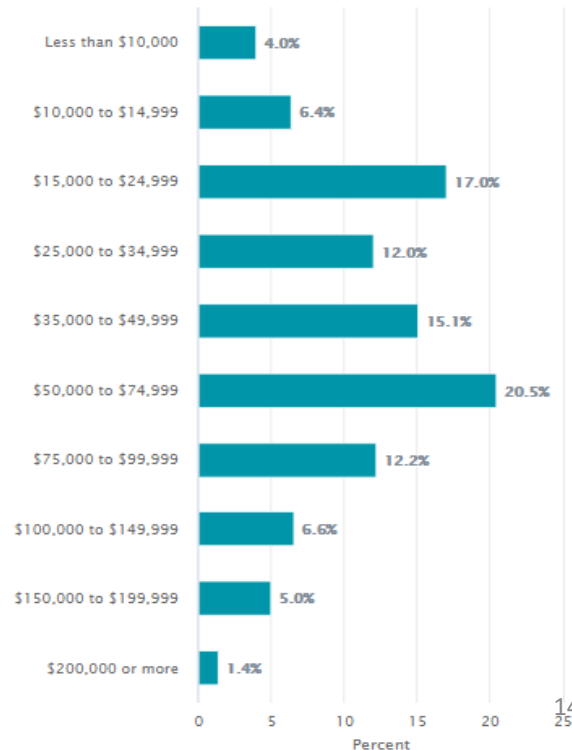
Studies at the North/Far North Institute indicate in their ‘Align Capital Region Summit Attain!’ that there are 608 adults in Colusa County with near completion of a Bachelors degree and that 219 of those are within 15 units or less of attaining a degree.



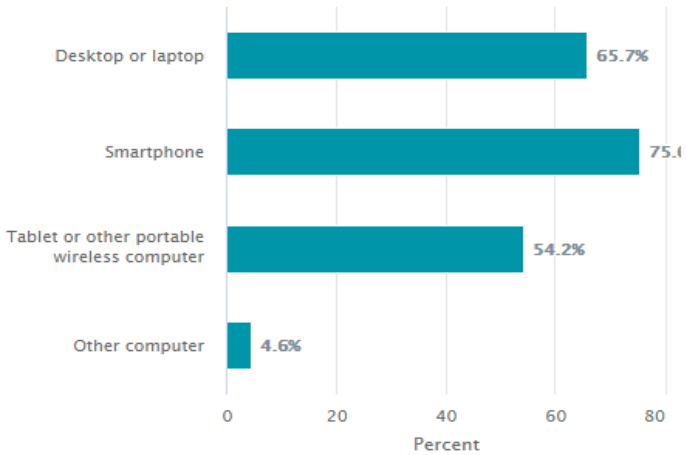
HOUSEHOLD INCOME DISPERSION

The Median Household Income (MHI) for the City of Colusa is \$41,388.

Of the total 2119 households in the City of Colusa, 27.4% make less than \$25,000 which translates to 580.6 households, compared to 21% at the State level. 47.6% of Colusa households make between \$25,000-\$75,000 equating to 1008.64 households. 18% of Colusa households make between \$75,000-\$150,000 and above translating into 381.42 households.



Colusa Demographics



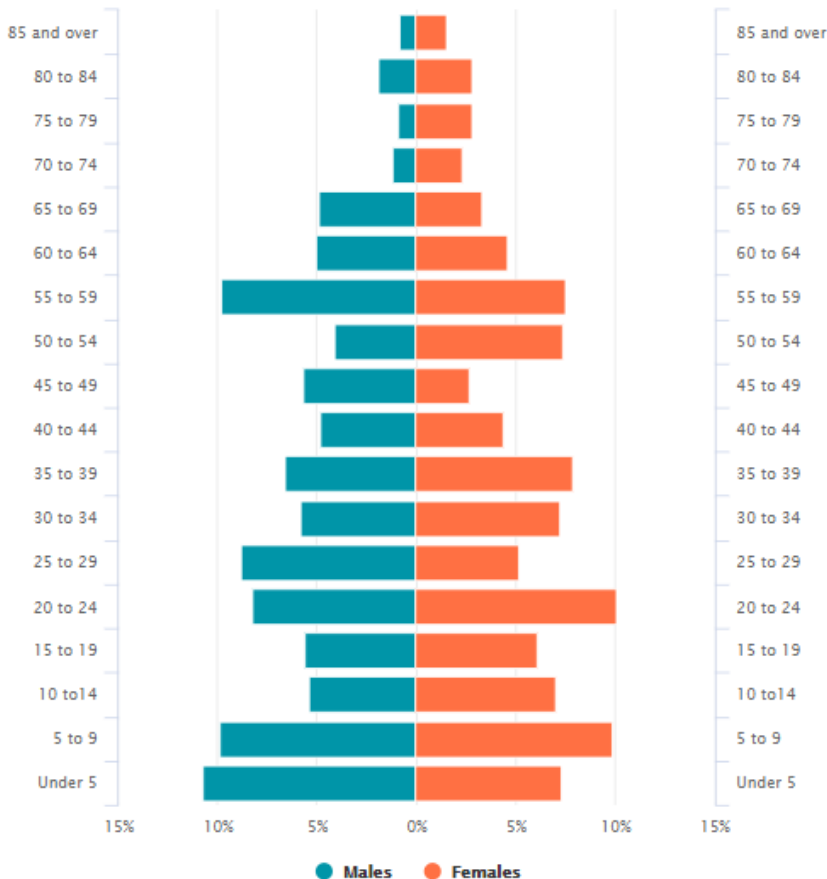
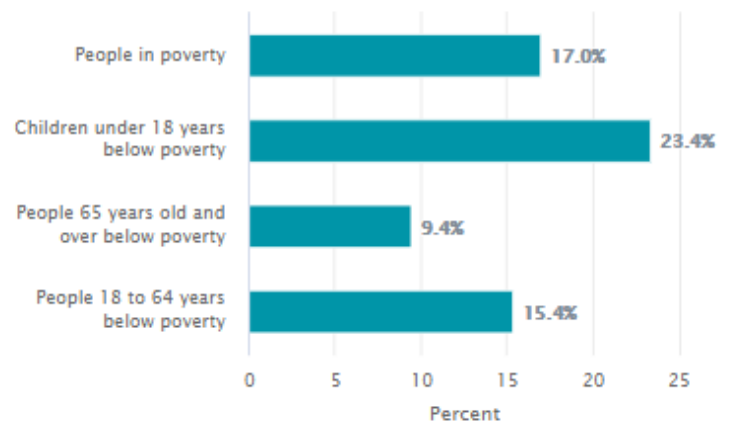
COMPUTER USE & INTERNET ACCESS

In 2014-2018, 84.4 percent of households in Colusa had a computer, and 75.6 percent had a broadband internet subscription. An estimated 65.7 percent of households had a desktop or laptop, 75.6 percent had a smartphone, 54.2 percent had a tablet or other portable wireless computer, and 4.6 percent had some other computer.

POVERTY IN COLUSA

Between 2014-2018, 17% of Colusa residents were in Poverty and an estimated 23.4 percent of children under 18 were below the poverty level. 16.2 percent of households received SNAP (Supplemental Nutrition Access Program).

By 2007 and 2016, Colusa’s overall rate of TANF/Welfare benefits participation had fallen to 1.6% of the total population whilst the State of California remained at an average of 2.9%



DISTRIBUTION BY AGE & GENDER

Revenue Analysis

Sales Tax Breakdown

With information on household spending via the Bureau of Labor Statistics, a look at the Sales Tax capacity of Colusa reveals that the Sales Tax paid by the middle income households is 66% greater than that of the lower income households, while the upper income households are almost exactly 50% more than that of the middle income category

The number of households at \$25,000 or less annually are 27%- higher than the California average of 21%.

Income Category	% of Colusa Population	Number of Colusa Households	Amount of Sales tax= 1.25% of total 7.25% sales tax taken	Total Amount of sales tax for Category
\$25,000 or Less	27.4% (CA at 21-25%)	580.6	\$5048 x 1.25%= \$63.10/annually	\$63.10 x 580.6= \$36,635.86
\$25,000-75,000	47.6%	1008.64	\$11,404 x 1.25%= \$142.55	\$142.55 x 1008.64= \$143,632
\$75,000-\$150,000+	18%	381.42	\$22,701 x 1.25%= 283.76	\$283.76 x 381.42= \$108,232
TOTAL Sales Tax Capacity				\$288,499

Sales Tax Category	Assumptive average Sales Tax Receipts Excluding Business & Industry 2017-2018	Percentage of Total (Total = 1,211,964)
Auto & Transportation	619,150	51%
Fuel & Service Stations	304,369	25%
Miscellaneous	104,290	9%
Hotel/TOT	39,441	3%
Restaurant/Alcohol	82,513	7%
Consumer Goods	62,201	5%

Assumptive average data from projected sales tax receipts in Colusa show that Colusa is unusually dependent on its automotive sales- accounting for more than 51% of the entire line item in the budget.

Total Consumer Facing Sales Tax: Miscellaneous + Consumer Goods	Colusa Capacity
\$166,491	\$288,499

57% capacity rate= 43% Consumer Goods Retail Leakage (not including Tourism Contributions)

Income Category	Total number of households	Spending on Restaurants & Alcohol per household	Tax income trickle down to local level (1% of category) per household	Total Tax Contribution restaurants & alcohol per category
\$25,000 or Less	580.6	1661	16.61	9,643.76
\$25,000-75,000	1008.64	3918	39.18	39,518.52
\$75,000-\$150,000+	381.42	7602	76.02	28,995.54
TOTAL				\$78,157

Revenue Analysis

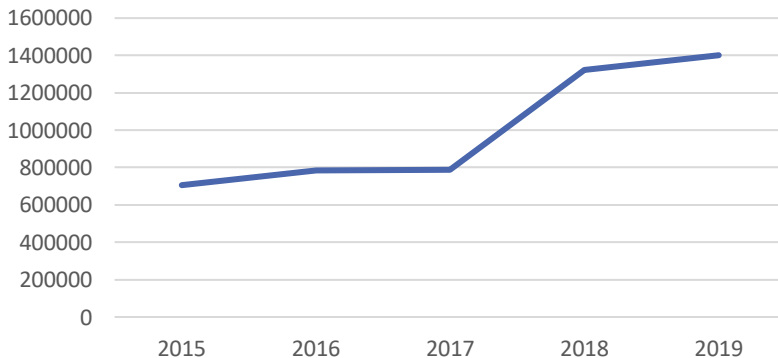
Revenue Analysis

General Fund (excluding unrestricted)

General Revenue Category	2017	2018	2019
Property Taxes	\$789,454	\$1,322,953	\$1,401,129
Sales Taxes	\$1,326,922	\$1,468,439	\$1,482,019
Transient Occupancy Taxes	\$27,802	\$25,985	\$50,373
Franchise Taxes	\$21,0342	\$22,9757	\$23,4821
Interest & Investments Earnings	\$15,882	\$68,117	\$80,873
Other Revenues	\$251,636	\$386,139	\$309,634

Non-Intervention Upward Trends

Property Tax



Property Taxes are naturally trending upwards due to three factors:

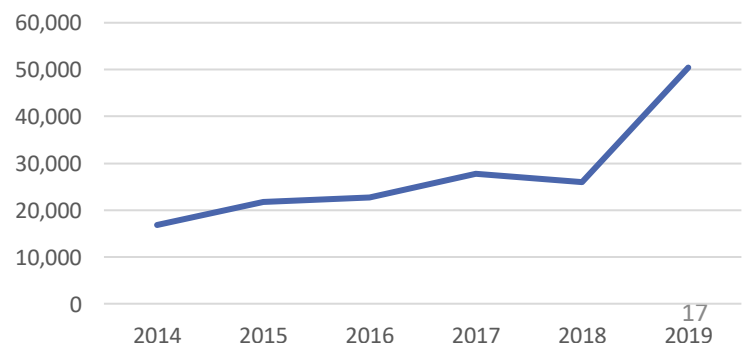
- 1) Addition of 30+ housing units in the last 18 months now bearing Property Taxes
- 2) The reassessment of key cannabis properties sold far above list price
- 3) The Phase 1 annexation of part of the Colusa Industrial Properties

These three events occurred within 18-24 months from one another with 2018-2019 showing their first Property Tax Payments

The Transient Occupancy Tax (TOT) is driven by hotel stays in Colusa. Home to two different hotels totaling 45 rooms within City limits, the City of Colusa recently saw a rise of Transient Occupancy Tax income directly related to the opening of its Boat Ramp in late 2018/early 2019.

This increase shows the unintended positive revenue possible by related but not direct interventions.

Transient Occupancy Tax



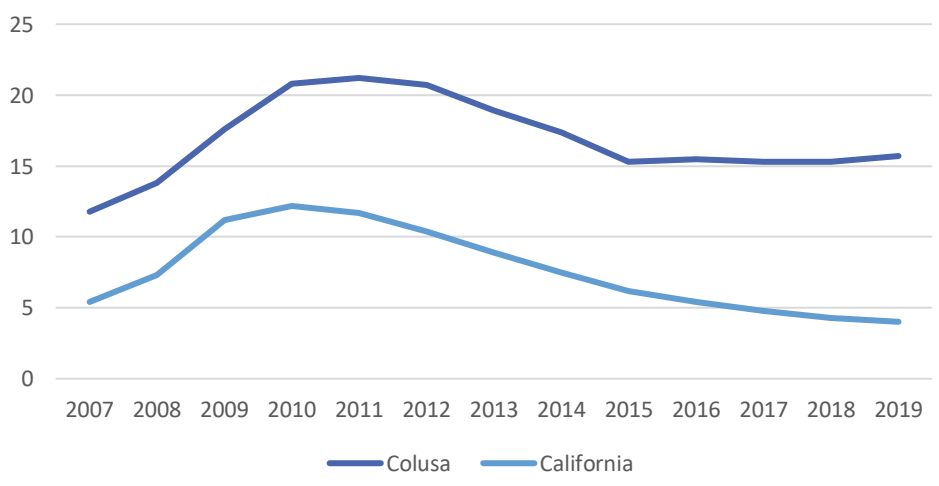


Workforce Development

Workforce & Business Development

Although Colusa has struggled with persistently high average unemployment for the last 10 years, there are some bright spots on the horizon with an eye towards diversifying the workforce skillset, partnering with workforce development agencies, and ensuring that companies and businesses have the accessible talent to grow

Colusa vs. California Unemployment Rate



UNEMPLOYMENT IMPACTS

In 2008, the US began its Great Recession, the effects of which lasted well into 2012. The City of Colusa didn't show those effects until 2010 when the international influence on agriculture- and particularly labor-intensive tomatoes- began to show up.

Since that economic injury, the acreage dedicated to less labor-intensive crops such as nut trees climbed by 40,000 acres+.

Between 2016-2019, the shift from tomato to nut processing translated into the closure of a tomato processing & manufacturing plant, but the opening of 3+ nut processing and storage facilities which means that overall agricultural labor market went down- contributing to unemployment- but specific ag sectors including transportation (such as for nut hauling) went up.

At the same time, the strength of Manufacturing in Colusa was beginning to grow and between 2015-2017, the unemployment rate went down directly related to the rise in manufacturing jobs

Workforce & Business Development

Workforce Development Partners



Employment Distribution by Industry

Industry	Percent of Total
Farm Employment	19.4%
Utilities	.5%
Construction	2%
Manufacturing	10.8%
Wholesale Trade	5.8%
Retail Trade	6.9%
Transportation & Warehousing	2.4%
Information	.2%
Finance & Insurance	1.5%
Professional, Scientific, Technical	2.1%
Administrative	2.2%
Arts, Entertainment, & Recreation	.7%
Accommodations & Food Services	5.5%
Other	4.4%
County Government	19.1%
Real Estate, Rental & Leasing	2.8%
Miscellaneous	13.6%

Business Needs Survey Data

Results from Recent Survey Taken by Colusa Businesses



Assuming the economy recovers, respondents indicated they would be growing between 10-50% over the next 3-5 years

The two most common jobs the businesses reported having trouble filling were related to manufacturing & warehouse staff (all positions) and food service positions- both front and back of the house positions.

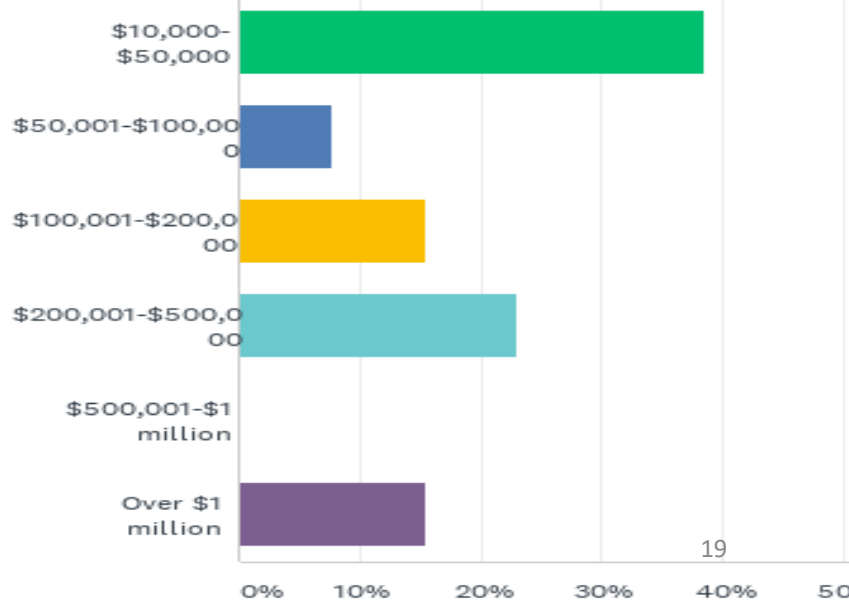


Businesses reported needing technical assistance and training for financial management, marketing, and Spanish



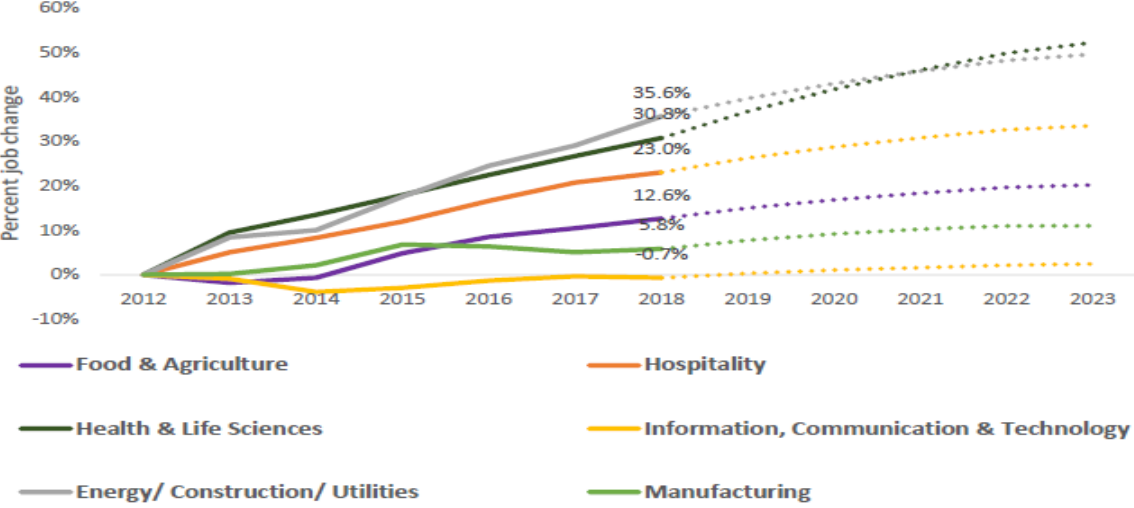
55% of businesses reported not having enough access to capital to grow and needed specific loan sizes in the next year to retain or add employees

Sizes of Loans Business Report Needing Now



Workforce & Business Development

% Job Change by Cluster, Baseline 2012-2018 and Projections to 2023



Regional Industry Sector Projected Growth

Source: North/Far North Center of Excellence, October 2019

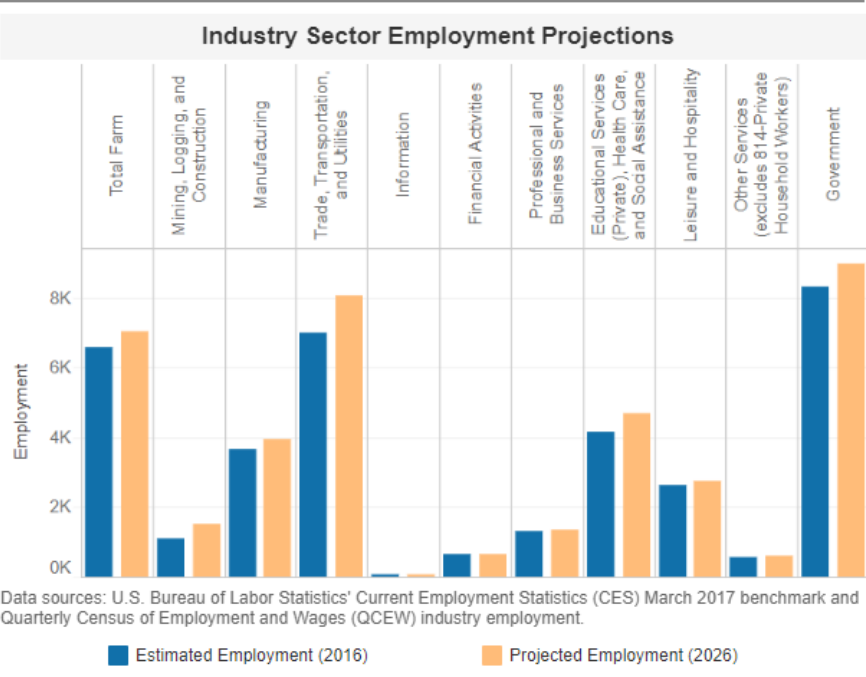
Leveraging City Strengths to Access Projected Job Growth

In 2018, the North/Far North Regional Consortium serving all Northern California Counties north of Yolo County produced an in-depth review of the future jobs landscape based on relevant industry clusters. They reported stable job growth in food and agriculture- which speaks to the region’s strength in farming and in particular, that of Colusa County. However, the study also showed stronger job growth in the Health & Life Sciences, Energy/Construction/Utilities, and Hospitality industries indicating the alternative businesses and jobs that Colusa could place focus on.

Additionally, regional innovations from nearby research institutions such as CSU Chico have created the opportunity for new ‘ag-adjacent’ industries. These new industry sectors include the development of ‘ag-based biomaterials’ and ‘ag-tech’; both of which are gaining traction directly within the City of Colusa.

City-Specific Projected Job Growth

CA Bureau of Labor Statistics



Future Innovation & Industry Sector Development



Pirelli: Turning Lemons Into Lemonade

From 1966 to 2002, the Pirelli Manufacturing Plant located on the edge of the City was one of the largest manufacturing sites in Northern California. It employed hundreds of people and upon its closing, thrust the community into a local recession.

Today, the City has been working with the former owners of the site to transform it into a hub of agricultural biomass processing- leading the way with an innovative Ag Biomaterials incubator

program in partnership with California State University, Chico and heavy pursuit of funding. Future anchor tenants of the site such as Hexas Biomass have been working with regional workforce development organizations to ensure that a trained and ready workforce is available to jumpstart this nascent biomaterials industry.

Agtech Sector Development

2.1% of the current workforce of Colusa is dedicated to scientific and technical development- many of those jobs at existing ag-science firms. When looking at the strength of the agricultural sector already in Colusa plus the proximity to institutions of higher learning such as UC Davis and CSU Chico, it is apparent that there is room for AgTech to grow. The local Colusa Campus of Woodland Community College has designed a Precision Farming certification program.

During the CEDS process, citizens also report seeing opportunities in Agtech for school-age and high school kids to interface with the Colusa-based Agtech sector, spurring another generation of innovation.



Healthcare:

Opportunity for Colusa?

The North/Far North Regional Consortium reports the strongest growth in Healthcare for Northern California employment. Local adult education programs at Colusa County Office of Education and the Colusa Campus of the Woodland Community College have certification programs for health care and emergency services workers.

However, despite a growing industry and available education, the City of Colusa reports a low level of actual healthcare workforce: 1.36%.

So although this may be a growth industry regionally, it is not a current strength within the City indicating that future workforce may live in Colusa and commute out.



Colusa County Office of Education

Communicate • Collaborate • Operate • Educate



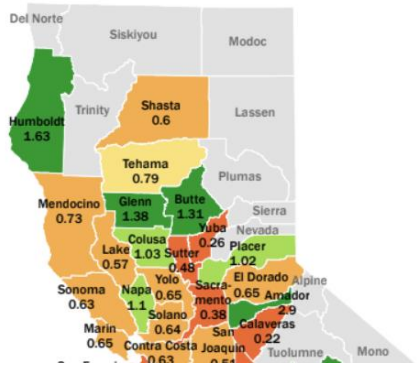
ECU Workforce- Construction

Jobs in the Energy, Construction, and Utilities sector (ECU) are projected to continue growing strongly- surpassed only by jobs for healthcare. However, Colusa shows evidence of being more strongly aligned with this ECU development than with healthcare.

Two reasons are immediately evident: the demand for housing in neighboring counties is high, and construction is aligned with the existing manufacturing workforce- an easy pivot for workers.

According to non-profit housing and growth analysis firm Upgrowth, Colusa is staying apace of the number of housing units it builds in the context of how many new households are formed. Ideally, the ratio of new households to new houses should be 1:18.

Although Colusa may be staying on par with the number of new houses it builds based on household need, neighboring counties are not. Considering the high quality of life in Colusa and the fact that it is a transportation hub where multiple thoroughfares pass through, it is ideal for harboring both construction companies and their workforce. A potential strategic workforce development pursuit.

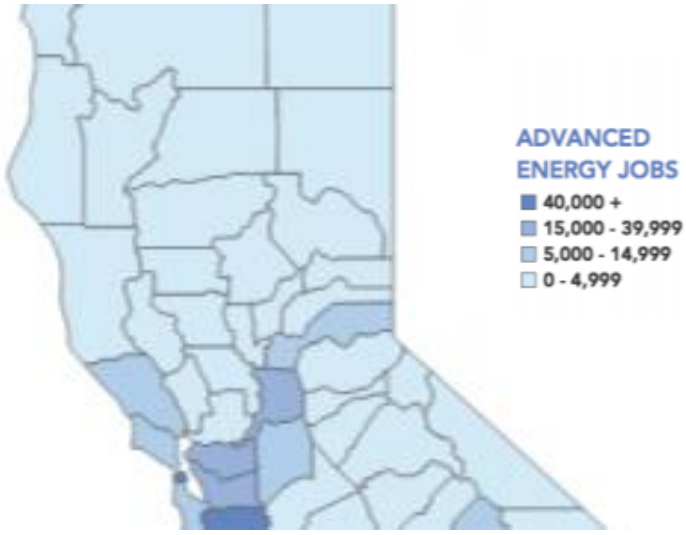


Source: Upgrowth: Regional Housing Need

ECU Workforce - Energy & Utilities

According to the Energy, Construction, Utilities sector analysis performed by the Community Colleges Consortium of California, only a few thousand students are enrolled in courses related to Energy and Utilities- numbers split between a small group of institutions. Considering that most Northern California counties need a minimum of 5,000 employees *each* to fill open Advanced Energy jobs, there is strong demand for the future of this career.

Here again we see the strengths of the City of Colusa with a high quality of life and available transport hubs as a potential place for companies and workers within this industry silo to call home, while servicing needed jobs regionally.



Source: Community Colleges Consortium

Occupation	2017 Employment	Annual Openings	CA Median Wage
Electrician	74,751	10,211	\$84,220
HVACR Mechanic	31,142	4,113	\$53,630
Industrial Mechanic	28,159	2,845	\$56,270
Electrical Engineering Technician	23,895	2,141	\$64,890
Solar Photovoltaic Installer	4,356	1,023	\$41,550

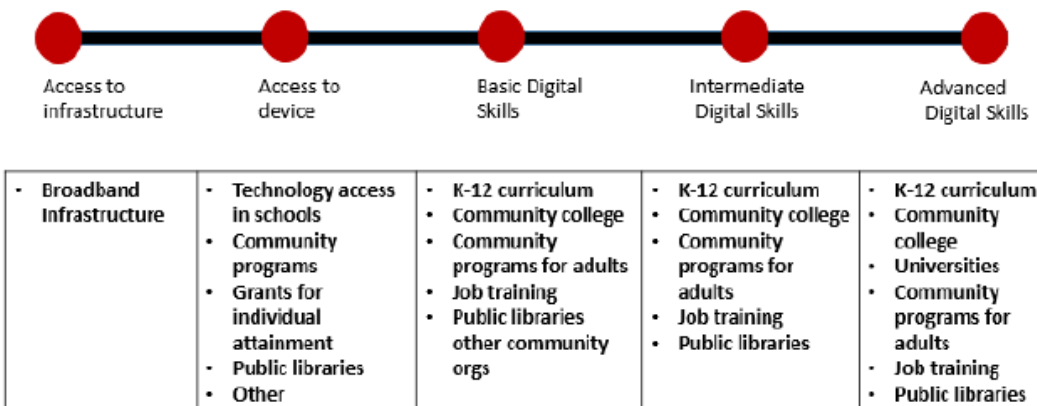


At the onset of the coronavirus epidemic in 2020, citizens were pushed indoors during waves of quarantine. Suddenly, the City of Colusa was faced a problem that had been lingering for years: slow internet speeds and low digital literacy rates.

With partners such as the City of Colusa School District, the California Emerging Technology Fund, and the Northstate GIS Consortium, the City has opportunity to raise its Digital Literacy and place focus on increasing the wired & wireless rates of transmission positively impacting education, businesses and quality of life.

Digital Access

Spectrum of Digital Literacy

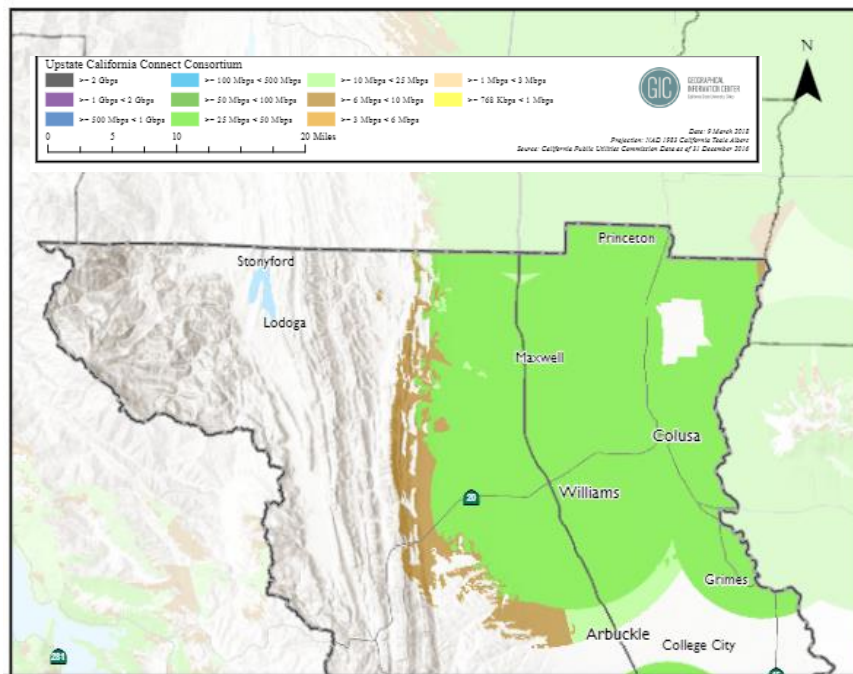


Digital Inclusion

Workforce Digital Skills

Source: Valley Vision

Colusa County Fixed Wireless Maximum Advertised Downstream Speed





Summary of Retail Hubs

Summary of Retail Hubs

Historic Downtown

The Historic Downtown of Colusa is a confluence of traffic, retail establishments, warehouse facilities, vestigial railroad infrastructure, and architectural time capsules. Case in point: It is home to the largest contributor to the Colusa Sales Tax- automobile sales- but also has the highest number of empty storefronts. Interviews with Historic Downtown Building & Business Owners have revealed some key patterns that could be clues into why this section of town continues to struggle:

Buildings in Need of Repair

Parking Struggles

Need for Greenery/Benches/Lighting

Needs Better Signage

Good Opportunity for Public Art

Needs Consistent Events

Trouble with CalTrans

Older Trees Need trimming

Bridge Street Retail

This is the youngest retail space in Colusa and home to the large grocery store Sav-Mor, the Rite Aid, the Round Table Pizza, The Subway, The Burger King, a dollar store, and the Chevron Station.

It is a veritable yearbook of brand name retailers with three service businesses mixed in: insurance, Department of Motor Vehicles, and phlebotomy service.

This retail location boasts ample parking under solar panels and has few empty storefronts.

Fremont Street

Fremont Street is a unique retail corridor embedded in a residential district. This thoroughfare is primarily used by residents and contains access to 2 of the 3 schools in Colusa. A high number of Hispanic based businesses: groceries, panederias, restaurants, etc. are concentrated on this street and indicate the emerging need for an ethnically driven retail experience.

The residential areas bordering this street are a mix of single or multi-family housing as well as multiple apartment complexes.

This retail corridor also has generally low rates of retail vacancy.



Retail Hub Spotlight: Historic Downtown

Retail Hub Spotlight: Historic Downtown

The Role of Downtown

“To be successful in the long run, downtown Colusa must offer a high value and unique experience that is different from other parts of the city or region. Namely, downtown Colusa must regain its role as an attractive, walkable, mixed-use neighborhood that offers desirable places to live and work, a highly attractive pedestrian-oriented ‘main street’ shopping experience, tourist attractions, cultural and historic relevance, public open spaces, a mix of shops, services, eating establishments, entertainment and lodging, a wide range of housing types to attract and retain residents, and access to local and regional transit services. These are the qualities that first attracted people to downtown Colusa. Current economic trends show that from the up-and-coming Millennial generation, to the soon-to-be retiring Baby Boomers, it is precisely these qualities of ‘place’ and ‘community’ that Californians will demand in the future.”

- Downtown Colusa Economic Development Plan, City Design Collective
2012





Economic Driver: Agriculture

Economic Driver: Agriculture

It is no secret that Colusa County is a tremendous agricultural powerhouse. The annual farmgate value hovers around an average of \$800-\$900 million with nearby Yolo County only topping \$600 million and northern neighbor Glenn county performing at an average of \$700-\$800 million.

The City of Colusa has a unique role in the agricultural ecosystem- serving as the hub for workforce housing, workforce recreation & entertainment, warehouse & transport capacity, and home to a selection of processing/manufacturing companies.

Colusa itself also retains a few hundred acres of farming ground next to its wastewater treatment plant. This modern facility is a tremendous asset to the community not simply for its wastewater treatment capacity, but for its ability leave up to 1/2 billion gallons of groundwater per year via its operations.

A recent shift in the mix of crops farmed in Colusa produces downstream effects on the local workforce. For the City of Colusa, this highlighted the need for more retraining & workforce development programs.

\$ Average annual Farmgate Value:
\$800-\$900 million

Category	% of Jobs Directly or Indirectly connected to local Agriculture
Farm Employment	19.4%
Wholesale Trade	5.8%
Transportation & Warehousing	2.4%
Professional, Scientific, Technical	2.1%



Top 5 crops: Almonds, Rice, Walnuts, Tomatoes, 26
Fruit & Nut Misc.



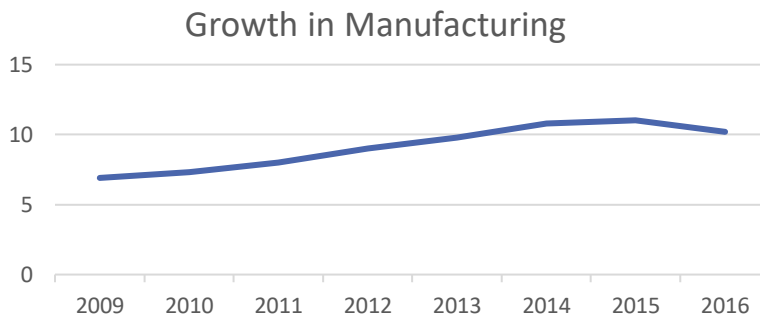
Economic Driver: Manufacturing

The City of Colusa is in a multi-phase process of annexing the Colusa Industrial Properties parcels- formerly in the County and directly bordering the City. This unique collection of land and assets would add a multitude of manufacturing companies into the Colusa pantheon in addition to fresh property tax income.

From 2010-2016, the manufacturing sector in Colusa showed tremendous growth and is directly responsible for helping to bring the Colusa unemployment rate down by approximately 3-4%.

The two major manufacturing schemata are centered on the concrete and agricultural sectors. Agriculture is perhaps the most obvious, but for those who don't know of the County of Colusa's strength in mining, the concrete manufacturing sub-sector may be less overt.

With regards to workforce, in light of both the annexation and the introduction of new biomass/biomaterials manufacturing at the rehabilitated Pirelli manufacturing site, there appears to be strong opportunity for retraining of the agricultural workforce into manufacturing jobs.



Clearcast Paving & Stone



Economic Driver: Tourism



Tourism in Colusa

Including Accommodations, Recreation, Food Service, and Arts/Entertainment, Tourism accounts for 13.1% of the total workforce in Colusa. Looking back to the last Great Recession of 2008 and beyond, the tourism industry stayed remarkably stable indicating that the workforce engaged in those jobs were able to keep their jobs through the recession.

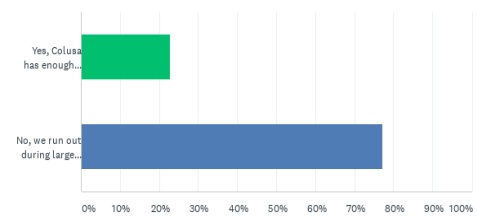
Visit California regression data indicates that Colusa retains between \$2.70-\$5.00 at the local tax level for every \$100 spent by a tourist. The City also retains tax revenue from Tourism via the Transient Occupancy Tax (from hotel stays) and Alcohol taxes paid at bars and restaurants.

Colusa is no stranger to Tourism- having previously been a town heavily dependent on visitors via river and rail traffic. However, when looking at modern Direct Marketing options, residents of Colusa highlight some key issues:

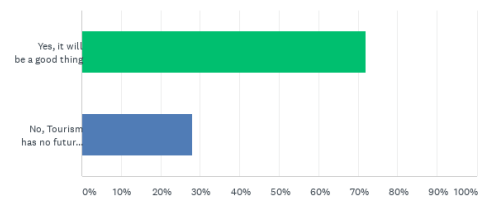
- 1) *The difficulty in differentiating between the County and the City of the same name- needing its own brand*
- 2) *Lack of positive attention: Google Trends places the City of Colusa at a score of 3 out of 100*
- 3) *Good recreational capacity, but not being used to its full potential*
- 4) *Loss of large events- such as 4th of July on the River- plus over-reliance on volunteers and local businesses*

Citizen Survey Results & Feedback

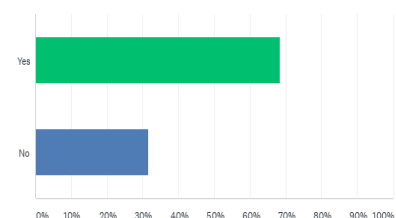
Q6 Does the City of Colusa have enough accommodations during large events (hotels, motels, B&Bs, AirBnBs, campgrounds, etc.) for tourists to stay at? Or could it use more?



Q7 In the future, do you see a robust Tourism industry being viable in Colusa?



Q10 Should the City of Colusa devote time, money, and staff resources to developing tourism and generating new Sales Tax Revenues from visitors?



Tourism

When asked about what City features currently draw tourists to Colusa, respondents highlighted the City's proximity to many natural recreational assets such as the River and the ample hunting and fishing available here.

The City of Colusa is adjacent to the County Airport which boasts a 6,000 foot airstrip and is known for the many famous people who come and go- visiting Colusa to go hunting or otherwise enjoy the local natural amenities

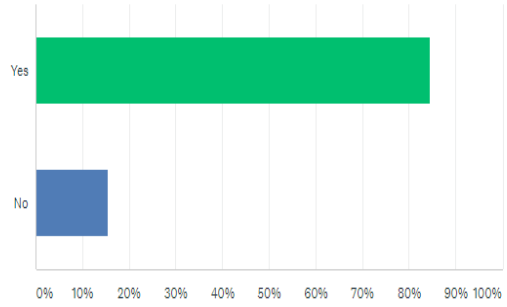


area s wildlife refuge tours history city downtown historic buildings homes
 fishing events river parks Sacramento River restaurants
 hunting Trees duck hunting Walking shops Street boat

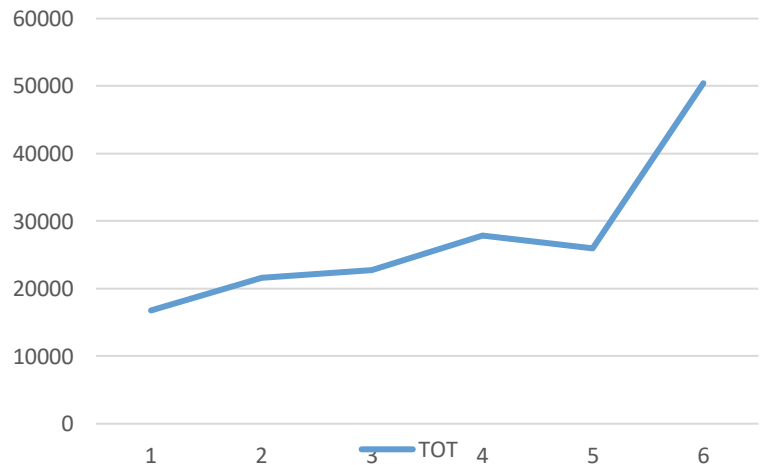


Would Colusa Benefit from an expanded boat ramp and marina?

Answered: 13 Skipped: 0



Transient Occupancy Tax



In late 2018/early 2019, the City of Colusa opened a new Boat Ramp facility adjacent to the State Park RV Campgrounds. This three-year development process resulted in an immediate doubling of the Transient Occupancy Tax rate that year.

Additionally, the Boat Ramp contributes to the General fund via ramp fees. At \$13 per boat launch on a ramp capable of 70,000 launches per year (almost 200 per day), this is an economic capacity of \$1.2 million. The City currently actualizes about 7% of this capacity.

Besides the boat ramp, the community is also asking for a more expanded Marina- which has increased potential for retail interface- especially along the river-parallel Main Street.



Quality of Life

When asked to describe the City of Colusa to someone who has never been here before, residents often use words like quaint, charming, tree lined streets, and peaceful. However, when asked to share their thoughts their quality of life here, residents also highlight the need for infrastructure upgrades- such as sidewalks and streets- and the need for increased programming for all ages. Essentially the message is: A lovely place, but needs work.

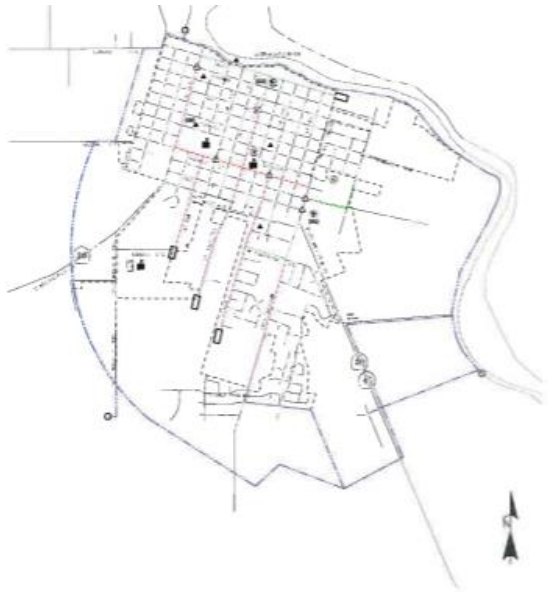
Needs Work: Infrastructure Upgrades

- Repaved Streets- not just patches
- Cohesive sidewalks throughout town
- Accessible and connected bikeways
- Better access to River amenities
- Safe Routes to School

Needs Work: Local Programming

- More variety of kids activities serving kids of all abilities
- More places for community engagement such as: community center, maker space & innovation center, performing arts, & more
- Voiced concern over ethnic divides= build connections





Colusa Master Bikeways Plan

In 2012, the City of Colusa worked with a regional planning & design consultant to create a Master Bikeways plan- connecting all of the disparate residential, retail, and recreation hubs around town.

The plan was never enacted and in conversation with community for this CEDS, a major theme was the persistent need to prioritize bikeways and find funding to make the plan a reality.

Performing Arts, Community Centers, & Sports Facilities

During the CEDS data collection process, residents were very clear about the options they wanted to explore to enhance their quality of life. They reported low levels of indoor sports & community facilities, the need for performing arts venues, and the request for programming to suit children and adults of different ages, abilities, and interests was very clear. Ideas such as maker spaces or innovation centers, wildlife & aquatic education opportunities, camps, classes, workshops and more all rose to the surface during this process.

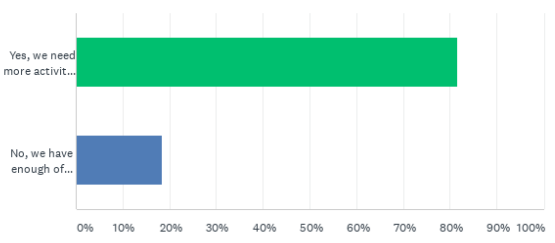


Elements of Quality of Life Survey Data

Q3 Are there any activities or sports that you feel are missing from what is already available in Colusa?

65%

Of survey respondents said they wanted to see more sporting events and more music or other public performances



SWOT

Strengths: Internal and innate to the City

Weaknesses: Obvious weaknesses of the City

Opportunities: External opportunities on the horizon

Threats: External threats to the stability of the City

STRENGTHS

- Beautiful, Scenic area
- Strong agricultural foundation
- Ample processing & manufacturing capacity
- Easy Access to Major Freeways
- Rail Line access
- Historic Downtown
- Beautiful Historic Homes
- Tree Lined Streets
- River Access- new boat ramp
- River Recreation
- Awards for Bi-Literate Students
- Multiple Tree-Lined Parks
- Long-standing families with returning generations
- 20,000 cars per day passing through
- Proximity to the Casino
- Annual Duck Calling Championship Event
- Annual Stripper Derby
- Annual Farm Show
- Active Community Groups: Rotary, Lions, Chamber of Commerce
- Well Attended Kids activities & Recreation
- City annexing new properties
- State Park & Active Campground
- Business Friendly Government

WEAKNESSES

- Same name as County- no differentiation
- Reported lack of 'community connection'
- Ethnic divisions
- City Limits= lower available housing
- City Limits= less available business sites
- High retail leakage= less sales tax
- Low positive brand association for residents
- Farther off of i-5, missed by I-5 traffic
- Annual flooding issues
- Lack of Hotel Accommodations= only 50 rooms max
- Infrastructure problems: Lack of cohesive sidewalks
- Infrastructure problems: Unpaved Streets
- Infrastructure problems: Needs better High Speed Internet
- Language issues in community
- Not enough Parks & Recreation programming
- Resistance to good changes

OPPORTUNITIES

- Substantial Grant Opportunities available to fix problems
- Changes in traffic patterns on Main Thoroughfares
- Viewed as having a high quality of life
- Businesses growing in relationship to economy
- New Biomass/Biomaterials Industry Sector Emerging
- New Virtual/Internet based Industry Sectors Emerging
- New AgTech Industry Sector Emerging
- Growth in established Healthcare industry
- Growth in established Building & Construction industry
- Growth in established manufacturing industry
- Growth in food processing industry

THREATS

- Levee breaks, Flooding Issues
- California Wildfire impacting town
- Global Pandemic shuts down businesses & quarantines citizens for long periods
- Funding opportunities dry up
- Agricultural impacts: drought, insect destruction, international market forces, etc.
- Trucking & transport disruptions: fuel wars, access, workforce issues, etc.
- Global Recession impacts demand for manufactured goods
- Younger generations move away and don't come back





Action Plan & Performance Measures

Action Plan & Performance Measures

Summary of Community Goals



Improved Quality of Life

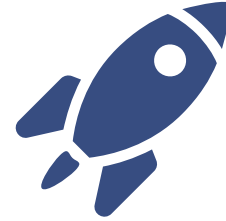
Cohesive Sidewalks & Well Paved Streets

Well Maintained Parks

Implement Master Bike Pathways Plan

Build or Rehabilitate New Community Facilities
to Support Needs

Enhance local programming in alignment with
specified Community Needs



Foster Innovation & Industry Sector Development

Seek out valuable partnerships with regional higher education to
build innovation pipeline

Provide support for start-ups in new industries

Connect new companies with existing resources

Build the future workforce for emerging industries

Create connections between Colusa pre-college education and
emerging industry companies in Colusa

Stay on top of industry sector trends to note when resilience
efforts are needed



Small Business Support

Help small businesses survive and thrive with
access to resources, capital, expertise, and more

Engage prospective business owners to fill empty
real estate inventory

Provide partnership to solve domain or realm
related issues impacting business



Rebranding Colusa/Enhancing Tourism

Rebrand Colusa with positive messaging

Ensure Colusa has enough amenities and
accommodations to support new Tourism efforts

Lead or Support new events of all sizes in Colusa by
linking staff, assets, & financial resources



Improved Quality of Life

Cohesive Sidewalks & Well Paved Streets

Well Maintained Parks

Implement Master Bike Pathways Plan

Build or Rehabilitate New Community Facilities

to Support Needs

Enhance local programming in alignment with specified Community Needs

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Quality of Life: Infrastructure Improvements	Sidewalks & Streets in need of repair	<ul style="list-style-type: none"> Pavement Index Multi-Year Schedule Significant Grant Writing Build General Fund Revenues for Maintenance 	<ul style="list-style-type: none"> CDBG, USDA Planning Grants CDBG, USDA, EDA, CalTrans AB 32 grants via climate communities 	<ul style="list-style-type: none"> interim: when we can fill in sidewalks When all the streets are repaved
Quality of Life: Programming	Citizens want more Kids Activities in Town	<ul style="list-style-type: none"> Build City-wide communications/ Comm Calendar Commit funding to existing programs Find new funding for new programs incl. non-sport Encourage parents to participate 	<ul style="list-style-type: none"> State Parks Grant 	<ul style="list-style-type: none"> Lowered juvenile delinquency rate Minimum 2 programs added over next 1 year

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Quality: Community Facilities	Lack of community facilities/community center/150-200 ppl up to 500 people (dependent on the fairgrounds)	<ul style="list-style-type: none"> Community Clarity around programming needs Determine & purchase correct sites to meet needs Long term community engagement for design/build Fundraising & building 	<ul style="list-style-type: none"> EDA CDBG USDA : planning grant level? Corporate/private sponsorship 	<ul style="list-style-type: none"> Interim: when City owns the site(s) Interim: when City starts community planning process When building is up and we CELEBRATE!
Quality: Community Facilities	Parks needing interactive things (i.e.- splash pad & dog park, Frisbee golf) & Expanded Amenities	<ul style="list-style-type: none"> City performs planning Fundraise \$ to implement City identify site for dog park (webster?) More picnic tables 	<ul style="list-style-type: none"> State Parks Dept. grants 	<ul style="list-style-type: none"> Interim: When community starts planning process When splash pad is installed
Quality: Infrastructure	Need to prioritize the Bikeways Master Plan & cohesive paving of streets (12 th , Wilson, Levee...)	<ul style="list-style-type: none"> Connecting with bike/outdoor community Hosting design charrettes for input Interfacing with right engineering-update Bike Master plan Paving 	<ul style="list-style-type: none"> Rotary USDA planning grant CDBG AB 32 Climate Communities 	<ul style="list-style-type: none"> When you can ride a paved full loop around town on a bicycle



Foster Innovation & Industry Sector Development

Seek out valuable partnerships with regional higher education to build innovation pipeline

Provide support for start-ups in new industries

Connect new companies with existing resources

Build the future workforce for emerging industries

Create connections between Colusa pre-college education and emerging industry companies in Colusa

Stay on top of industry sector trends to note when resilience efforts are needed

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Innovation & Industry Sector Development	City has perfect building to make a large program happen, but no means to do so. City needs partners, money, and expertise	<ul style="list-style-type: none"> Hire consultant Create accelerator program with CSU Chico Land Anchor Tenants Rehabilitate Building Source funding for programs, tenants & rehab 	<ul style="list-style-type: none"> USDA Rural Business Development Grant EDA PWEAA Grant & Build to Scale grant CDBG Microentrepreneur grant 	<ul style="list-style-type: none"> At least 1 Anchor tenant secured Grant funding is acquired Demo/Construction happens Start-ups emerge thru accelerator program
Innovation & Industry Sector Development	Draw new agtech companies into orbit	<ul style="list-style-type: none"> Identify & pursue company targets Strategic partnerships 	<ul style="list-style-type: none"> EDA grant Corporate supports 	<ul style="list-style-type: none"> 2 new robust agtech companies within city limits in 2 years

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Innovation & Industry Sector Development	<p>Not enough younger generation engagement for tech & innovation</p> <p>Not a dedicated 'maker space'</p>	<ul style="list-style-type: none"> • Source education partners (schools, etc.) • Make sure youth have exposure to tech-based & skills based job opportunities (activate internship pipeline) 	<ul style="list-style-type: none"> • Education grants • DOD • DOE • Corporate sponsorships 	<p>20 high school students tour local tech based businesses</p>
Innovation & Industry Sector Development	<p>Ensuring workforce pipeline for emerging companies</p> <p>Make sure Colusa has the 'workforce of the future'</p>	<ul style="list-style-type: none"> • Strong Connections between education/certification agencies and hiring parties • Job fair 	<ul style="list-style-type: none"> • - Dept of Ed Grants 	<p>20 high school students at job fair</p>



Small Business Support

Help small businesses survive and thrive with access to resources, capital, expertise, and more

Engage prospective business owners to fill empty real estate inventory

Provide partnership to solve domain or realm related issues impacting business

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Business & Retail Focus: Support Existing Land New	Help existing businesses survive coronavirus impacts or to grow in specific ways such as fixing their facades	<ul style="list-style-type: none"> Secure loan & grant funding for City businesses 	<ul style="list-style-type: none"> CDBG USDA EDA 	<ul style="list-style-type: none"> When grant funding is acquired and businesses gain access to new sources of funding
Business & Retail Focus: Support Existing Land New	Support local entrepreneurs to start new small businesses	<ul style="list-style-type: none"> Provide Business technical assistance including business plan writing, financial modeling, site selection, staff & HR resources, marketing classes, etc. Alternative \$ access 	<ul style="list-style-type: none"> CDBG USDA EDA 	<ul style="list-style-type: none"> Minimum: 2 new small business owners in City limits- one in Historic Downtown Retail hub Regular Available group or individualized services available through the City Clear business formation & permitting path communicated to businesses

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Business & Retail Focus	Community saying they want variety of new things- prevent retail leakage (focus on coffee purveyors)	<ul style="list-style-type: none"> - Identify what the community wants - Pursuit of those - Encourage to start 	- Internal Staff Support	Add 3 new businesses in 3 years identified as needed by the community Filling vacant retail
Business & Retail Focus	Keep visitors in town longer to spend more money	<ul style="list-style-type: none"> • - Marketing support/campaign for existing businesses to encourage local 	<ul style="list-style-type: none"> • - EDA 	Increase TOT by 100% in 2 years Increase Sales Tax attributable to Tourism by 25% in 2 years
Business	Businesses needing facilities upgrades	<ul style="list-style-type: none"> • - Source funding to help businesses fix up their facades, entrances, etc. 	<ul style="list-style-type: none"> • - CDBG 	<ul style="list-style-type: none"> • - When at least 2 Downtown Building owners use the program and re-do their exteriors
Business	Small Businesses needing to combat the 'amazon effect'	<ul style="list-style-type: none"> • More businesses with online UF interface for easy ordering • Access to professional web development & web marketing people & tools • Business 	<ul style="list-style-type: none"> • CDBG • EDA • USDA 	<ul style="list-style-type: none"> • 10 new businesses begin to access online sales via functional e-commerce platforms in 2 years • Businesses get e-commerce support + resource & referral from



Rebranding Colusa/Enhancing Tourism

Rebrand Colusa with positive messaging

Ensure Colusa has enough amenities and accommodations to support new Tourism efforts

Lead or Support new events of all sizes in Colusa by linking staff, assets, & financial resources

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Rebrand Colusa + Enhance Tourism	Solve Colusa's branding problems	<ul style="list-style-type: none"> Work in depth with community stakeholders on defining Colusa branding niches Establish new branding platforms 	<ul style="list-style-type: none"> EDA State Parks Dept of Boating & Waterways 	<ul style="list-style-type: none"> Colusa moves up in Google trends from a score of 3 to a score of 50 or better within 1 year When the media reach expands to include 2nd tier markets and exceeds 50,0000 impressions in Year 1, 1 Million media impressions Year 2
Rebrand Colusa + Enhance Tourism	Lack of tourism friendly infrastructure	<ul style="list-style-type: none"> Identify needed amenities in the realm/domain to support tourism Install or construct needed tourist support amenities 	<ul style="list-style-type: none"> State Parks EDA 	<ul style="list-style-type: none"> New amenities- bathrooms, etc. to support existing or future attractions Specialty Signage up in Year1

Category	Specific Problem	Action Plan	Funding Support/Pursuit	Performance Measures
Rebrand Colusa + Enhance Tourism	<ul style="list-style-type: none"> Local events-request for more sensitivity to customer needs (i.e.- hours) Request for more Local event variety Local events-using existing amenities more effectively Local events-need more marketing & City Staff support Fix event parking 	<ul style="list-style-type: none"> City support the event organizers better City help rally money City support with staff for set up & take down City help with stakeholder coordination/ Volunteer recruitment 	<ul style="list-style-type: none"> USDA FMPP Corporate Sponsorship Alternative funds 	<ul style="list-style-type: none"> Add 2 new crop based festivals in 2021 10% increase in measured tourism by Year 2 Double the existing Tourism impact on the general fund measurable in TOT and Sales Tax Measurable increase in retail velocity Reported smooth parking experience by visitors & residents
Rebrand Colusa + Enhance Tourism	<ul style="list-style-type: none"> Not enough available Accommodat ions: hotels, etc. 	<ul style="list-style-type: none"> City land a new hotel + support available accommodati ons Pursue needed feasibility 	<ul style="list-style-type: none"> Internal funding 	<ul style="list-style-type: none"> Success= new hotel being built

The City of Colusa's Economic Development Policy was developed as an extension of its Comprehensive Economic Development Strategy (CEDS) report process incorporating raw data, community feedback, and public review from hundreds of participants. As a result of this process, four themes emerged- and were validated by citizens repeatedly. Those themes guide policy making and include:

- 1) Improve Quality of Life through infrastructure upgrades and increase in local programming
- 2) Foster Innovation & Industry Sector Development to spark economic diversity
- 3) Support Small Businesses in specific ways
- 4) Rebrand Colusa & Enhance Tourism

This purpose of the policies outlined in this document is to acknowledge and highlight existing strengths of Colusa while outlining priorities for future decision embedded in the themes of the CEDS. It is both a tool and beacon with clear goals affirming what the City of Colusa is and what it aspires to be.

Economic Development Policy 1:

Increase volume of existing City revenue streams and introduce new ones

Statement of Need: The City of Colusa has a number of revenue streams feeding its general fund such as Sales Tax, Franchise Tax, Transient Occupancy Tax, Property Tax and more. Budget adjacent revenue streams not included in the General Fund: Cannabis Fund and Program Income. These revenue streams are currently inadequate to improve the Quality of Life for citizens in the specific ways they are asking for.

Policy ED-1: Increase the City of Colusa's revenue ensuring its ability to fulfill citizen needs and preferences and improve the overall quality of life.

Tactic ED 1A: Support or create initiatives and projects that help local businesses generate more sales, increasing the overall amount of sales tax collected by the City.

Tactic ED 1B: Pursue new sources of funding through grants or project income that will increase the available revenue to the City.

Tactic ED-1C: Strategically use the City of Colusa's 'Cannabis Fund' to help leverage new initiatives or projects that will help businesses generate more sales and increase overall sales tax levels.

Tactic ED-1D: Increase available Property Tax via annexation of adjacent parcels in Colusa Industrial Park and elsewhere along the City border.

Tactic ED-1E: Engage local hoteliers on promotions to increase Transient Occupancy Tax levels.

Economic Development Policy 2:

Lower unemployment rate, promote development of workforce, attract or create additional workforce to support business success

Statement of Need: Since 2010, the City of Colusa has had a persistently high unemployment rate linked to changes and challenges in international markets impacting its major employer: agriculture. Additionally, the impacts of coronavirus in 2020 culminated the closure of multiple businesses and another rise in the unemployment rate. As of 2020, a selection of organizations dedicated to workforce development report a number of certification, education, social services net, and job placement activities.

Policy ED-2: Develop a robust workforce that businesses can easily access, with adequate training and certification to meet business needs.

Tactic ED-2A: Connect new businesses in town with workforce development organizations to ensure that they can access qualified staff or design a specialty training program to increase available number of potential employees.

Tactic ED-2B: Utilize City-wide communications platforms such as water-bill mailings or email newsletters to advertise available jobs, job training/certification opportunities, job fairs & more . Ensure that items are in at least 2 languages.

Tactic ED-2C: Regularly connect with workforce development agencies to seek out opportunities for collaboration & offer support such as access to City assets or resources.

Tactic ED-2D: Perform regular workforce analysis in the context of emerging industry sectors and communicate early evidence of workforce change. Be diligently aware of economic harbingers and resiliency indicators.

Economic Development Policy 3;

Provide Businesses with Individualized Business Technical Assistance Support

Statement of Need: Colusa business owners with businesses of all types and sizes repeatedly report needing specific technical assistance for administrative tasks related to accounting, marketing, human resources, online sales, and more. More than 40% of business owners say they do not have adequate access to funding

Policy ED 3: Provide staff and resources to businesses offering private, individualized support to start or grow a business. Identify roadblocks and help businesses craft unique support plans to overcome issues.

Tactic ED-3A: Ensure that business processes germane to the City, such as licensing & permitting, are easy to understand and access. Provide individualized attention to business needs and business/city interactions.

Tactic ED-3B: Hire adequate staff or work with qualified consultants to provide businesses with individualized business technical assistance. Provide classes, opportunity for mentorship, and skills building experiences to succeed.

Tactic ED-3C: Activate specialty funds administered by the City or in partnership with the City to provide grants and loans to businesses for a variety of functions. Work with businesses individually to access these funds with a focus on helping businesses start or grow.

Tactic ED-3D: Pursue construction and connection with local certified investors looking for investable Colusa businesses.

Economic Development Policy 4:

Promote and Cultivate a Diverse Local Economy

Statement of Need: The City of Colusa is growing its City boundaries and has annexed a number of adjacent parcels in what is known as the Colusa Industrial Properties. This open inventory presents a new pathway for strategically increasing commercial and industrial tenants- looking to hire local workforce. Additionally, the City has an existing large manufacturing parcel within City borders that has been empty for 20 years. Concurrently, agriculture has traditionally been the primary employer in the region, but an over-dependence on a single industry has led to downstream problems in high unemployment. As a result, the need to Diversify the Local Economy has become paramount.

Policy ED-4: To diversify the local economy with attention to growth in regional or local industry sectors, developments in innovation, and fill open real estate inventory.

Tactic ED-4A: Maintain list of open inventory available for new or growing businesses

Tactic ED-4B: Establish and Maintain connection and collaboration with regional research centers to support emerging innovations finding home in Colusa.

Tactic ED-4C: Support local efforts to create and provide new products and services that will expand employment opportunities, such as technology and research centers, business parks, manufacturing nodes and shipping centers.

Economic Development Policy 5:

Establish, Repair, and Maintain Assets in the City Domain to support business establishment or growth

Statement of Need: Both Businesses and Residents of Colusa have continually reported or commented on the condition of the roads, the need for realm-related assets in the Historic Downtown (including parking), and the desire for consistent high-speed internet.

Policy ED-5: Analyze, plan, and execute City domain and asset improvement projects to better support business establishment and growth.

Tactic ED-5A: Perform whole-town Pavement Condition Index Study to Design phased Re-Pavement Plan and pursue funding to execute the phased re-pavement plan.

Tactic ED-5B: Execute Phased Road Re-Pavement plan as indicated by Pavement Condition Index Study with regular communications to residents on repair schedule.

Tactic ED-5C: Install County Office of Education Wi-Fi receivers on the City Water Towers and other tall structures. Install receivers from other organizations as needed.

Tactic ED-5D: Install needed Community Beautification Assets into targeted business districts

Tactic ED-5E: Work to establish adequate Maintenance Funding mechanisms for future repairs.

Economic Development Policy 6:

Focus on marketing the Assets of the City to increase Tourism and Sales Tax Dollars

Statement of Need: The City of Colusa has a long history with tourism based on its proximity to the Sacramento River, but lost its tourism industry with the construction of the Levee. Although the Levee later meant the installation of a brand-new boat ramp and an accompanying levee park, it removed from immediate view and access the City's aquatic attraction. However, this new installation is only operating at approximately 7% of its capacity. Besides losing its former River based tourism dollars, the City of Colusa is the main transport hub for two highways that connect vital population hubs. Approximately 20,000 cars and trucks pass through the Market street corridor of Colusa, but Tourists are currently only accounting for approximately 6% of related alcohol franchise taxes. In short, the City has capacity to substantially increase its sales tax revenue by focusing on increasing tourism.

Policy ED-6: Raise Sales tax, Franchise tax, and Transient Occupancy Tax revenue by better marketing the assets of the City with a focus on branding Colusa with a positive image, unique and different from the County or region.

Tactic ED-6A: Actively promote and market the City's recreational areas and opportunities.

Tactic ED-6B: Promote the expansion of tourist opportunities, especially events that feature the Historic Downtown, agritourism, outdoor recreation, boating, kayaking, fishing, hunting, bird-watching, biking, hiking, camping and more.

Tactic ED-6C: Help establish and participate in a visitor network to better cross-market the regions activities and tourism attractions with special attention to visitors coming to Colusa.

Tactic ED-6D: Support the development of visitor-serving businesses that complement the City's infrastructure and historic/rural character such as a new hotel near the boat ramp, additional bed and breakfast or other low-volume accommodations, new cafes, restaurants, or retail stores that are activity specific or tourist attracting.

Tactic ED-6E: Support the development of public amenities, such as Levee Park, Main Street, RV campground expansion and more.

Economic Development Policy 7:

Increase the marketability of Colusa to potential businesses with Improved Quality of Life

Statement of Need: Being able to attract or retain a workforce in Colusa is dependent on the quality of life the City offers residents. Residents have repeatedly highlighted the need for additional community facilities and programming serving both children (of all ages) and adults. These added facilities and programs are part of improving the overall quality of life that makes Colusa a desirable and marketable location to live and work.

Policy ED-7: In response to specific resident and business needs, improve the Quality of Life in the City of Colusa with new or upgraded community facilities and programming and thereby enhancing the desirability and marketability of Colusa.

Tactic ED-7A: Continually clarify community needs and incorporate new community input into creating programs.

Tactic ED-7B: Invest in upgrading existing facilities or introducing new ones with aggressive grant pursuit.

