



Crescent City Harbor District 10-Year Strategic Plan

2018-2028

Crescent City Harbor Mission Statement:

“The Crescent City Harbor District provides sustainable marine and shore-based commercial, economic, educational, and recreational opportunities for the benefit of the community.”

Core Values:

Economic Driver

Crescent City Harbor District serves as a driver for public/private investment and opportunities to improve the economic stability of the community.

Fiscal Responsibility

The Crescent City Harbor District will manage public assets in a transparent and fiscally responsive manner.

Leadership

The Crescent City Harbor District will be an example of strong leadership in the community.

Community Partner

The Crescent City Harbor District will build and promote partnerships for the benefit of the community.



Introduction and Background

The Crescent City Harbor District is located along the Pacific Ocean in Del Norte County; the northernmost county in California. Crescent City is the county seat and has a population of 6,400 and Del Norte County has a population of 27,552. Del Norte County and Crescent City have traditionally relied upon a natural resource industry but is now more heavily reliant on tourism and recreation; service-based economies.

The Harbor is an economic engine for this region providing quality jobs, commercial and retail opportunities, access to recreation, supports local fishing fleets, and hosts year-round events and activities.

The Harbor has endured several major natural disasters and has had to rebuild its marina time and again; with less than adequate assistance from State and Federal agencies causing the Harbor to take on large debt to rebuild. The Harbor Commissioners and staff are diligent in seeking opportunities and funding options to continue to support the Harbor facilities and to plan their growth.

In planning for the future, the Harbor's focus includes strategic capital investments that keep facilities in step with today's trade and industry demands by developing new maritime commercial opportunities, utilizing underdeveloped lands, enhancing recreation and tourism activities, tackling infrastructure improvements, and modernizing the Harbor to meet the Coastal Commission standard.

The Harbor's future also relies on efficient management of Harbor facilities, commitment to environmental stewardship, and collaboration with the community and local governments.

The Harbor's strategy strives to ensure longevity of economic diversity and funding through a sustainable, healthy mix of development, tenants and revenue generation.

The Strategic Plan outlines the Harbor's focus through the year 2028 and highlights the goals and milestones that will mark progress.

The plan identifies the strategic focus of the organization to support its mission. The projections are meant to stretch and challenge the organization.

Strategic Planning Process:

The purpose of the strategic planning process is to identify key focus areas along with strategic goals and objectives for the next ten years. Strategic planning provides consistency and continuity with current plans, such as master plans, economic development plans, and financial plans. Strategic planning will prioritize projects and implementation plans will set forth timelines, tasks, and responsibilities. The adopted Strategic Plan will provide a roadmap for the Harbor Commissioners and staff and will serve as a communication tool for the local community.

Process Phases:

- Develop overall work plan
- Community input session
- Launch community input survey
- Develop Mission statement
- Conduct SWOT analysis
- Develop goals & objectives
- Prioritize projects
- Develop performance measurements
- Develop Implementation Plan
- Public presentation of the Strategic Plan
- Plan adoption by the Harbor Commissioners

Contributors:

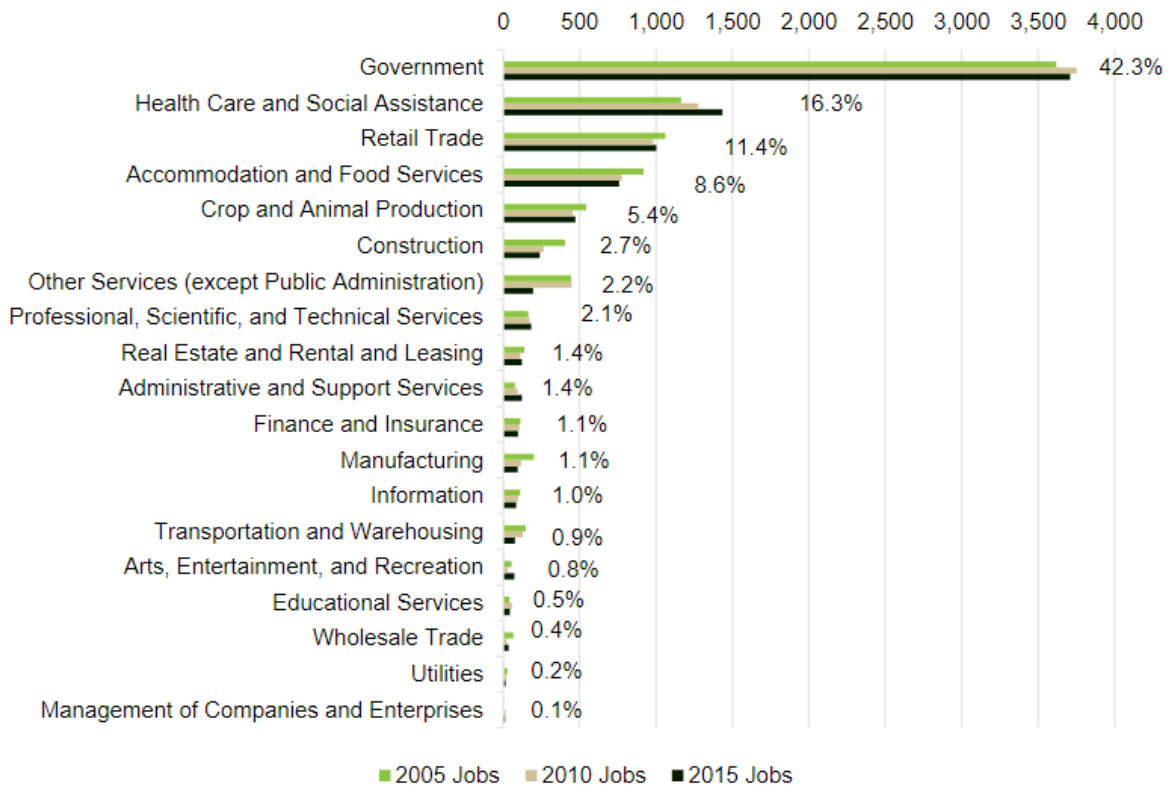
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- James Ramsey, Harbor Commissioner, Secretary
- Ronald Phillips, Harbor Commissioner
- Brian Stone, Harbor Commissioner
- Wes White, Harbor Commissioner
- Charlie Helms, Harbor Master
- Lane Tavasci, Deputy Harbor Master
- Traci Fansler, Financial Director
- Members of the community

Area Demographics

Crescent City Harbor is located on the northern coast of California, approximately 350 miles north of San Francisco. The Harbor is a shallow draft, critical harbor of refuge that supports a Coast Guard station, commercial and sport fishing, retail and commercial businesses, and recreational boating and activities.

The Crescent City Harbor District was formed as a public entity in 1931 to manage the land and water areas of the Harbor, take responsibility for the development and improvement of the Harbor, and maintain and manage the marina and related facilities. The Harbor District encompasses approximately 35 acres of land adjacent to the southern city limits of Crescent City.

Crescent City is the only incorporated city in Del Norte County and the major sectors employing the most workers are government, healthcare, retail, and hospitality. Job increases for Del Norte County economy include Health Care and Social Assistance, with an increase of 159 jobs over the past five years.



The population of Del Norte County decreased from 28,281 to 27,103 between 2005 and 2015. This represents a 4% decrease, running counter to both the state of California and the United States which saw population increases of 9% over the same period of time. Over the next five years Del Norte County is projected to continue to lose population at a rate of 4%. All age categories are projected to have similar declining trends, with the two exceptions for those older than 65 and those younger than 5. Generally speaking, the county has an aging population. Over the past ten years, the population of people 55 years and older increased significantly, while the population of people ages 5 to 19 and 35 to 54 declined. The large aging population is a concern because it will impact the availability of labor in the county over the next decade.

Age	2005 Population	2015 Population	Change (2005-2015)		Projected Change (2015-2020)	
Under 5	1,486	1,573	87	6%	34	2%
5-19	5,501	4,769	(732)	(13%)	(151)	(3%)
20-34	5,694	5,514	(180)	(3%)	(523)	(9%)
35-54	8,819	6,992	(1,827)	(21%)	(623)	(9%)
55-64	3,124	3,920	796	25%	(190)	(5%)
Over 65	3,661	4,336	675	18%	461	11%
Total	28,281	27,103	(1,178)	(4%)	(991)	(4%)

The Bureau of Labor Statistics reported a steady decrease in unemployment in Del Norte County between 2012 and 2015. At its peak, the unemployment rate struck 13.5% in 2012 and dipped to its lowest point in 2006 at 6.9%. For California, the unemployment rate hit its highest mark in 2010 at 12.2% and its lowest mark in 2006 at 4.9%. Over the last 20 years, employment in the county was at its highest in September 2006 and lowest in February 1999. As of January 2016, the unemployment rate was 8.7%, higher than the unemployment rate of California (5.8%) and the United States (4.9%).

The Del Norte Labor Market Profile Key Findings include insights on trends, challenges, strengths, and recommended sectors for planning:

- The county’s population declined by 4% between 2005 and 2015. This is in contrast to the marginal growth of 1.3% over the same time period, as well as the state, which grew by 9.3% over the same time period.

- The median household income within the county (\$39,302) is below California (\$61,489) averages. The poverty rate for the county (22.4%) is also higher than the California (16.4%) rates.
- Over the past ten years, unemployment trends have been similar to the state. However, the county rate has consistently been higher over the past five years.
- The largest sectors within the county include: Government; Health Care and Social Assistance; Retail Trade; Accommodation and Food Services; and Crop and Animal Production.
- Historically, the Government sector has employed the most workers. However, the Health Care and Social Assistance sector has demonstrated significant growth.
- Top occupations within the county tend to be within Office and Administrative Support; Sales; and Food Preparation and Service Related Occupations.
- High demand occupations include: Personal Care Aides; Registered Nurses; Retail Salespersons; and Home Health Aides.
- The county's isolation makes workforce training difficult.

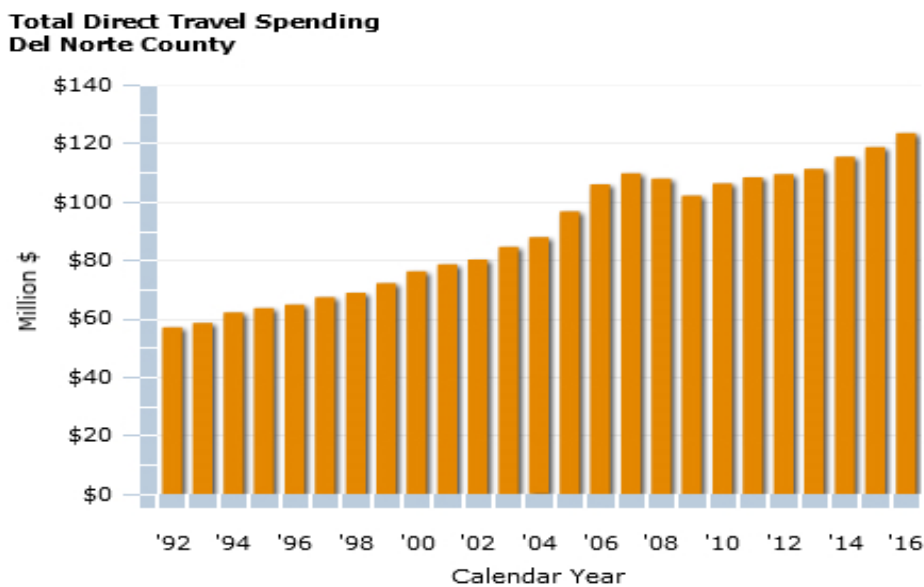
Crescent City Harbor District

The Crescent City Harbor District is a political subdivision of the State of California and is governed by a five-member Board of Commissioners who are elected by voters throughout Del Norte County. The Board of Commissioners serve four-year terms and appoint the Harbormaster who oversees the day-to-day operations and staff. Currently, the District employs 8 full-time and 13 part-time employees. The Crescent City Harbor District is mandated, by state statute to ensure that the tidelands are used for 'harbor, aviation, wharves, docks, piers, slips, quays, and other structures' and 'for the establishment of public buildings, parks, playgrounds, public recreation, public fishing and public access and public navigation.' The Harbor District must also provide 'facilities and appliances necessary or convenient for the promotion and accommodation of commerce and commercial as well as recreational navigation by air and water.'

The Crescent City Harbor District has several retail and commercial establishments conducting business on Harbor property which attract local visitors and tourists. The Harbor receives revenue through a variety of sources such as imposed taxes, grants, leases, concessions, slip rentals, and launch fees. Currently, a citizen-led initiative is placing a measure on the local ballot to increase the County lodging tax by 2% and institute a 2% Transient Lodging Tax on RV parks in the unincorporated area of Del Norte County, which would be a dedicated funding stream for the Harbor District to be used only for disaster debt repayment and repair and maintenance. A successful outcome for this ballot initiative will allow the Harbor to realize their strategic planning goals more quickly.

The Crescent City Harbor District plays an important role in supporting the county’s economic health through job creation, business development, commercial activities, and tourism. The Harbor’s primary role in the development and retention of business is the availability of Harbor property which is suitable and ready for commercial and retail businesses. The Harbor also has undeveloped property that can be made shovel-ready or developed into additional Harbor District owned businesses.

Tourism spending in Del Norte County has increased steadily from \$106 million dollars in 2006 to \$124 million dollars in 2016. Visitor spending is expected to continue to increase at an average of about 4% each year. The Harbor’s intention of increasing tourism through partnerships and the increase in Harbor property activities will ensure that the Harbor will capture more of those visitor spending dollars.



The Crescent City Harbor District is a hub of coastal-based activities and recreation and has received a Certificate of Excellence award from Trip Advisor. The Certificate of Excellence started in 2010, the award honors hospitality businesses that consistently achieve outstanding reviews on TripAdvisor. This award is only given to the top 10 percent of accommodations, attractions, restaurants, and vacation rentals listed on TripAdvisor. An additional project the Crescent City Harbor District has started is a solar power project and upon completion of the project, the Crescent City Harbor District will be the most eco-friendly, self-sufficient harbor in the US. Both of the previous items should be well-marketed and highlighted on local and regional visitor websites. Currently, the Crescent City Harbor District’s information, location, offerings and accomplishments are not apparent or easy to locate on local and regional visitor sites such as visitcalifornia.com, crescentcity.org, northcoastca.com, or exploredelnorte.com.

Strategic Planning

Community Input SWOT Analysis

The current environment was assessed by conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The first SWOT analysis was conducted during a community input session to learn what the public opinions were concerning the Harbor’s current and future conditions and operations.

Community Input Session					
	P O S I T I V E				
I N T E R N A L	S t r e n g t h s	<ul style="list-style-type: none"> Highly visible Picturesque Easily accessible New marina Working Harbor Nature experiences Biking Tourism Coastal trail Retail & restaurants Surf camp Yacht club Sport fishing RV park Water sports Events & Activities Multi-level revenue generator 	<ul style="list-style-type: none"> Bicycle wayside Sailing More restrooms Duck boats Friends of Harbor (501c3) 101 signage Shipwreck playground Dock fishing Tourism Outboard motor shop Fisherman services Whalers Island Beat the heat events Aquaculture Interpretive center Landscaping Vertical evacuation/museum 	O p p o r t u n i t i e s	E X T E R N A L
	W e a k n e s s e s	<ul style="list-style-type: none"> Finances No local fish processing Target marketing Web marketing Hospitality training Follow through Not having monthly events Sharing information regionally Not enough events Family events 	<ul style="list-style-type: none"> Weather New Redwood Park location Last Chance Grade Visitor patterns Attracting visitors Nothing to do Charter boat regulations Finances Complacency Competing with local business 	T h r e a t s	
	N E G A T I V E				

Community Input Session identified **Strengths** of Crescent City Harbor District

Highlights from the Community session:

The Crescent City Harbor District has an environment that is rich in coastal beauty and coastal experiences. The community members present at the session were vocal and positive about the abundance of recreation activities, sports and local events. The Harbor also has a diverse mix of retail and commercial enterprises located on their property which offers locals and visitors a variety of shopping, dining, and browsing pleasure.

Community Input Session identified **Weaknesses** of Crescent City Harbor District

Highlights from the Community session:

The members of the public were overwhelmingly concerned with the financial stability of the Harbor and their ability to take on more projects and programs without more staffing and stable finances. Many mentions were made concerning the marketing of the Harbor and sponsoring more events to attract more visitors.

Community Input Session identified **Opportunities** of Crescent City Harbor District

Highlights from the Community session:

Community members thought that more recreational activities and events should happen at the Harbor. There should be attractions that would entice visitors year round and also showcase the culture, history and the natural environment. The public members also wanted to see improvements in landscaping and appearance.

Community Input Session identified **Threats** of Crescent City Harbor District

Highlights from the Community session:

The members of the public were concerned with the Harbor competing with local businesses and the new Redwood Park. There were concerns about roads and highways leading into Crescent City and the Harbor; road failures in winter months occur frequently and severity of winter storms affects traveler's plans.

Crescent City Harbor Board of Commissioners SWOT Analysis

The current environment was assessed by conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The second SWOT analysis was conducted at a Harbor Board of Commissioner’s workshop and included key personnel.

<i>Strengths</i>	<ul style="list-style-type: none"> Board & staff relationship Economic development Easy access to Harbor South Beach Safe harbor access Retail businesses Inner boat basin Coast Guard station Ocean resources Fishing fleet Quality tenants Financially creative Responsive Undeveloped land ‘Gem’ of Del Norte Tourism 	<ul style="list-style-type: none"> Students-Education Develop tourism/recreation w/schools Farmer’s Market Food trucks Traffic from Redwood Parks Marketing Partnerships Grants Measure C Tourism & recreation 	<i>Opportunities</i>
<i>Weaknesses</i>	<ul style="list-style-type: none"> Age of facilities Marketing Finances Deferred maintenance Vacant slips-oversupply of small slips Staffing Low wages Focus 	<ul style="list-style-type: none"> State & Federal regulations Lesser restrictions in Oregon Tsunami Weather Fisheries Remote location Klamath River dam removal Transportation Last Chance Grade Economy Under-developed downtown Ability to tax Brookings port Under-developed county High cost of living Under-skilled labor Highway 199 Youth out-migration Drugs Quality of healthcare Declining population Aging population Lack of telecommunications 	<i>Threats</i>

Crescent City Board of Commissioner's identified **Strengths** of Crescent City Harbor District

Highlights from the Crescent City Harbor Board of Commissioners workshop:

The Crescent City Harbor District is fortunate to have dedicated, capable leadership and staff that demonstrate a strong work ethic which results in a very productive, stable and supportive culture. The Harbor Board of Commissioners are committed leaders who support the Harbormaster in his tasks. The Board and staff recognize the potential in their undeveloped land and the need to continue to be community leaders by meeting challenges, preserving the Harbor facilities, and planning for the future.

Crescent City Board of Commissioner's identified **Weaknesses** of Crescent City Harbor District

Highlights from the Crescent City Harbor Board of Commissioners workshop:

Growth in both the amount and diversity of work will continue to be a challenge for staff to accomplish. Much of the operating equipment and buildings are aging and plans need to be made to repair or replace. Additional staff must be considered to plan for future development.

Crescent City Board of Commissioner's identified **Opportunities** of Crescent City Harbor District

Highlights from the Crescent City Harbor Board of Commissioners workshop:

There are many opportunities for the Crescent City Harbor District to consider, ranging from developing tourism and recreational activities, building partnerships with other organizations for educational opportunities and marketing, and utilizing undeveloped land for business and commercial ventures.

Crescent City Board of Commissioner's identified **Threats** of Crescent City Harbor District

Highlights from the Crescent City Harbor Board of Commissioners workshop:

The economy and demographics are the biggest challenges the Harbor District faces; declining and aging population, under-skilled workforce, and a lack of local amenities to attract business and employees. Additionally, the location, while beautiful and teeming with natural environments, is difficult and sometimes dangerous for travelers. Many of the threats that the Harbor District face are part of rural community life and will most likely remain a challenge.



The strategic goals were developed through workshop discussions with the Crescent City Harbor District Board of Commissioners, Harbor staff, and community input.

Four major goals were established to support the mission of the Harbor and provide for future growth of the facilities and grounds.

Goal I: Financial Management

Objective: To develop a financial system that is resistant to economic shocks, fulfills basic functions, manages risks, diversifies revenue streams, and allows for growth.

Goal II: Planned Development

Objective: To plan for major development opportunities available to the Harbor.

Goal III: Infrastructure

Objective: To improve existing infrastructure deficiencies, accommodate desired future growth, and replace worn-out facilities.

Goal IV: Increase Tourism

Objective: To increase the Harbor’s visibility, aesthetics, and visitor experiences.

Goals & Strategies

Goal I: Financial Stability

Objective: To develop a financial system that is resistant to economic shocks, fulfills basic functions, manages risks, diversifies revenue streams, and allows for growth.

Strategy I: Financial Planning

- Allocate a percentage of the budget to a Depreciation fund

- Allocate a percentage of the budget to a Capital Improvement Fund

- Allocate a percentage of the budget to a Disaster fund

- Annual review of all revenue-producing items; leases, fees, and services.

Strategy II: Debt Reduction

- Dedicated Measure C funds (if successful)

- Allocate a percentage of any profit gains to debt reduction

- Explore other revenue-raising opportunities

Strategy III: Key Staff Development

- Determine key staff skill requirements to support the strategic plan's goals

- Align/reorganize staff responsibilities with the new plan

- Develop the appropriate mix of staff skill level and capacity to accomplish the Harbor's short and long-term goals

Strategy IV: Solar Power Project

- Prioritize resources to complete the project

Strategy V: Redevelop RV Park

- Plan, prioritize and budget redevelopment

- New restrooms and showers

- Tiny houses and yurts development

- Increase RV capacity

Goal II: Planned Development

Objective: To plan for major development opportunities available to the Harbor.

Strategy I: Vertical Evacuation Center/Tsunami Experience Center

Continue to develop projects for inclusion in the Opportunity Zone Tax Incentive program

Strategy II: Explore purchase of adjacent properties for development

Develop a list of potential sites and uses

Plan for potential use of property: business plan or feasibility study

Strategy III: Explore potential of Ocean Wind Energy

Engage Bureau of Ocean Energy Management to start discussion of potential ocean wind farm

Strategy IV: Utilize underdeveloped land

Assess development potential: Commercial, Retail, Lodging

Engage a Master Developer and/or self-fund development

Work with the Department of General Services for site readiness and marketing

Goal III: Infrastructure

Objective: To improve existing infrastructure deficiencies, accommodate desired future growth, and replace worn-out facilities.

Strategy I: Repair Sea Wall

Clear off and level

Commission engineering and repair

Strategy II: Repair the Whaler Groin

Develop an RFP for barge & replacing riprap

Strategy III: Dredging

Resolve permitting and disposal issues

Strategy IV: Outer Boat Basin Promenade

Dig out and refill retaining wall

Replace docks and pilings

Repair launch ramp

Strategy V: Building Repairs or replacement

Identify and prioritize needed repairs and replacements

Seek funding for planned repairs and replacements

Budget available funds from Measure C for Repairs & Maintenance

Goal IV: Increase Tourism

Objective: To increase the Harbor's visibility, aesthetics, and visitor experiences.

Strategy I: Develop Partnerships

Interim solution for partnership engagement (until Tsunami Center is complete)

Old Englund marine building as hub for partnering organizations

ADA compliant restrooms/mobile restrooms

Information, visitor experiences, events, museum

Strategy II: Visitor Amenities

Beach showers

Bicycle wayside

Clearly marked trails and paths, install historical signage

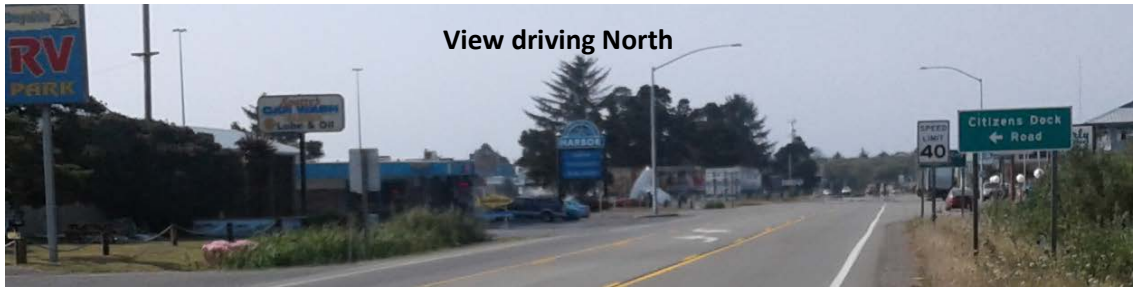
Strategy III: Signage

Design signage to be compatible with the existing character of the Harbor

Assess the 'clutter' of signs near the Harbor entrance on Highway 101 north and south. Place new monument/sign for maximum traveler sight

Install a reader board for announcements, alerts, and advertising

Develop Harbor visitor map



Strategy IV: Increase Events & Activities

Work with local non-profits and other organizations to encourage the use of Harbor properties for their events

Implement new events & activities: Zip line rides, seafood festival, DUKW boat rides, food trucks, fishermen festival, Harbor days, concert events, etc.

Strategy V: Whaler's Island

Develop trails system

Install safety rails and rest areas

Install marker signs for view and historic points of interest

Goals Narrative

The Goals Narrative is intended to provide background on the Goals that were developed through discussions during the strategic planning process. The narrative also provides suggestions on how strategies can be achieved. It is often helpful to have some insight on why particular goals were identified for a Strategic Plan.

Goal I: Financial Management

Developing good financial practices and financial stability were one of the top priorities for the Harbor Commissioners starting with Financial Planning. Concern was expressed about not having funds set aside for particular projects or future planning. Financial planning is often difficult to accomplish when budgets are limited. Some suggestions for getting started would be to start with small allocations for the Depreciation Fund, Capital Improvement Fund, and Disaster Fund; for example, 1-3% of the Maintenance budget each year is set aside for Capital Improvements, 1-2% of the Harbor District budget set aside each year for Depreciation, and 2-4% of the Harbor District budget set aside for a Disaster Fund.

If it's not already occurring, an Annual review of all revenue-producing items should occur. This would be the time to analyze area market rates and fees. A review of all leases annually could determine if there are issues with a tenant as well as confirming a net revenue from the leased property.

Debt Reduction for the Crescent City Harbor District is also a deep concern for the Commissioners. Currently, there is a ballot measure scheduled for the November 2018 election for an increase in the Transient Lodging Tax (TLT) covering county lodging and overnight facilities. If successful, the increased TLT must be used to first pay down the USDA disaster loan, then additional monies could be used for general repair and maintenance. If the measure does not succeed, the Commissioners will be discussing other options for reducing the debt, perhaps a small percentage of net profit be allocated towards the debt.

Staff development will be a critical component of carrying out the goals of the Strategic Plan. The Crescent City Harbor District has limited staff for the work necessary to maintain and run the Harbor. It will be essential to carefully look at how these new goals can be met; either hiring more staff to work towards the plan, or contract with consultants to perform specific functions.

Redeveloping the RV Park will increase revenue to the Harbor through more available rentals and use of Harbor facilities and services. Successful RV Park redevelopment will also help set additional net profits aside for larger development goals.

Goal II: Planned Development

The Vertical Evacuation Center/Tsunami Experience Center has become a main focus of the Harbor. Completion of this center will not only drive additional tourists to the Harbor but it will also serve as a safe harbor in the event of natural disasters. The center will host a museum, 4-D

theater, coffee and gift shop, conference space, office space, and showcase the cultural and historical relevance of the area. There are opportunities to move this project forward; the Opportunity Zone Tax Incentive program which is designed to spur investments in distressed areas. This is a realistic opportunity for the Harbor to develop larger projects to be 'bundled' together and presented for investment through this program.

The Harbor is also going to be taking a look at properties surrounding the Harbor that could lead to potential development to increase revenue and provide stable jobs. This is a long-term goal and requires planning and funding; each potential purchase of property should be 'penciled-out' before beginning. Another important development potential is looking at the Harbor's own vacant and under-used property for development. The same development methods should apply; pencil-out projects for income generators prior to investing. The Harbor District can work with the Department of General Services (DGS) who serves as business manager for the state of California. General Services helps to better serve the public by providing a variety of services to state agencies through procurement and acquisition solutions, real estate management and design, environmentally friendly transportation, professional printing, design and Web services, administrative hearings, legal services, building standards, oversight of structural safety, fire/life safety and accessibility for the design and construction of K-12 public schools and community colleges, and funding for school construction.

The Bureau of Ocean Energy Management gave a presentation to the Harbor Commissioners in 2018 regarding the potential development of ocean wind energy farms off the coast of California. Northern California has some of the best wind conditions for a wind farm, however there is no infrastructure to support development. The State of California has an aggressive plan to be powered by 100% renewable energy by 2045, so there may be an incentive in the state government to invest in more ocean wind energy farms in the future.

Goal III: Infrastructure

Maintaining and upgrading infrastructure is usually the most daunting challenge for many organizations. Infrastructure repair and replacement is costly, time-consuming and labor-intensive for staff, however proper and stable infrastructure is the backbone for services and functionality of the organization. This plan recognizes the infrastructure projects that should be completed within the ten-year plan timeframe. The seawall located in the Outer Boat Basin is showing signs of potential failure and requires the Harbor take action within the first five years of the plan. The Whaler Groin requires replacing the riprap and involves using a barge to move and refill the structure. The Outer Boat Basin Promenade requires shoring up and repairing the retaining wall along with replacing the pilings and dock, and repairing the boat launch. Costs on this project cannot be estimated until more project elements are defined and researched. Finally, the Harbor District wishes to analyze their current buildings for repairs or replacement. There are several building that need to be assessed; Kim's, Crab Shack, and the yacht club. This project will begin with an assessment of each building, prioritize the repair and replacement needs, then researching funding opportunities.

Goal IV: Increase Tourism

The Crescent City Harbor District is interested in expanding its visitor experiences and community partnerships to increase tourism. One concept is to use the old Englund Marine building to have a multi-agency center that works together to promote, market, and showcase the area. The space could also be used for smaller gatherings. This center would fulfill the needs for these activities until the Tsunami Center is completed.

If the Harbor intends to increase the number of visitors, it must have amenities and activities in place for those visitors. Beach showers, ADA compliant restrooms, clearly marked trails and paths, historical markers, bicycle rest areas, etc. New events and activities will require planning; there should be a simple assessment of each new activity to gauge if it will be a money maker, break even, or a loss to the Harbor. There are many Harbors across the country that sponsor many of their own events; a little research may be able to help with event planning, as well as working with local organizations to develop and organize new events. Attached in the Appendix is a simple Event/Activity Cost Analysis Worksheet.

Implementing amenities and activities is only effective if the visitors find the Harbor. Harbor District signage and visibility for those signs need to be placed for maximum traveler sight. Currently, driving through Crescent City, north or south on Highway 101, there is a clutter of signs right up to the Harbor turnoff. It is very easy for a traveler not to notice the Harbor until it's too late.

Whaler Island's popularity was discussed by the Harbor Commissioners and the public at the community input session. Visitors and locals enjoy the view and hiking on the island. Areas of the terrain are steep and could be dangerous to navigate. Trails, markers, safety rails for parts of the trail as needed, rest areas, and historic lookouts could attract more visitors; which is another means to get folks to stay at the Harbor a bit longer.

Appendix

Strategic Plan Maps

Activity/Event Cost Analysis

Implementation Matrix