



# **Crescent City Harbor District Strategic Development Plan**

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# CCHD Strategic Development Plan

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## **Introduction**

The Crescent City Harbor District is a government agency, formed on November 8, 1931, by a vote of the people of Del Norte County to assume responsibility for improvements, maintenance, and management of Harbor District properties and related harbor facilities. The Harbor District was conveyed additional tide and submerged lands when the Governor signed into law Chapter 1510 of the Statutes of 1963.

The Harbor District now owns and manages more than 4,053 acres of water and land area. The Harbor is a shallow-draft critical harbor of refuge, supporting commercial and sport fishing, and recreational boating. The Harbor is also home to multiple fishing and non-fishing related businesses and Harbor District offices.

The Crescent City Harbor District, which represents all the citizens of Del Norte County, receives revenue from a variety of sources including boat space rentals, property rentals and visitor tax. However, the revenue of the Harbor has never exceeded expenses enough to make the critical upgrades and improvements needed in the Harbor.

The Board of Commissioners of the Crescent City Harbor District, recognizing that the financial resources of the District are at a critical juncture, has directed the creation of a Strategic Development Plan to help guide development on Harbor properties which are not producing income for the Harbor District.

### **Using this Plan**

The Harbor District has identified areas within the port that are underutilized and not producing revenue. These properties are identified throughout this plan.

This plan identifies the range of development opportunities in the Harbor District for these properties. Each property could have a variety of business types occur on it. In this plan, one type of business is identified for each of the properties as an example of what could occur at that site.

This plan is meant to be fluid. It is not meant to be the definitive solution for what type of business goes on which property. Though almost any project could occur at almost any property, because of the layout of the harbor, the Harbor District has recognized that visitor services make the most sense along Highway 101 and Anchor Way, and that industrial and business development makes sense along Starfish Way. This plan reflects that layout.

The pictures in the plan are representative of the possibilities of potential for the sites. They are an example of what could be. They are not meant to reflect the design or structure type of what will occur at the site. It is anticipated that when a developer proposes a project on a site, they will have their own design for the look and layout of any given building.

By showing the opportunities of what can occur at the Harbor District, the District can use this plan to recruit businesses to the Harbor. Having active businesses paying rent and fees on these properties will increase operating revenue to help the Harbor District meet its legal responsibility to maintain and manage the harbor facilities.

***The Harbor District intends that the cost of property development and building construction which supports private business will be paid for by those businesses.***

The Harbor District will continue to apply for grant funds and government appropriations to assist with needed infrastructure improvements, including armoring the harbor, a new Citizens Dock, road improvements, and utility upgrades to support development. But the Harbor District is not in the position to assist paying for building construction. If state or federal funds become available to develop private businesses in the Harbor, the District will make every effort to secure such funding. Otherwise, the Harbor District is not in the financial position to assist with construction of buildings.

The Crescent City Harbor District offers many unique opportunities for businesses. In the coming years, there will be businesses that want to invest in the Harbor and build buildings which benefit those businesses, the Harbor District and our community.

#### Relationship to Previous Plans

Throughout the past two decades, the types of development that will be encouraged in the Harbor have been identified. Regulations and zoning have been passed to support such development and areas of the harbor have been designated for certain types of services.

A critical element of this Strategic Development Plan is that it builds on and reinforces key elements of previously adopted plans. This includes prioritizing commercial fishing and Harbor Dependent Marine Commercial in several areas of the Harbor.

“The District is committed to actively working to keep commercial fishing and processing possible in Crescent City...Fishing activities are a critical component of the Del Norte County economy, an inseparable part of the community's heritage, and a key attractor for tourists.”

The CCHD has also recognized that “the current and future level of fishing alone will not support the District.” Nor can the expenses of the Harbor be borne by just the commercial fishing industry.

“The District’s intention [is] to retain and improve existing harbor facilities in support of commercial fishing and recreational boating, while expanding coastal related visitor serving uses in the Harbor. These new uses have the potential of generating the revenue necessary to keep the District economically viable, sustaining its ability to meet its mandates under the State Tidelands Grant and the California Coastal Act.”

**“Commercial fishing and processing shall be actively encouraged at the Harbor, understanding that economic diversification will fail without boats and fishing activity in the harbor and that these activities will continue to be priority uses.”**

### Summary of Guiding Planning Documents

Previous planning efforts by the Crescent City Harbor district have laid the groundwork for this plan. The four key existing plans which govern development in the Crescent City Harbor District are the following:

- Crescent City Harbor Coastal Land Use Plan
- Municipal Service Review & Sphere of Influence Update
- AB 691 Sea-Level Rise Assessment
- Crescent City Harbor District 10-Year Strategic Plan: 2018-2028

Elements of these plans are incorporated into this plan to ensure that all planning and development efforts follow established guidelines, rules and strategies adopted by the Crescent City Harbor District, local and state agencies. Key elements are also included in the Appendix

### **Crescent City Harbor Coastal Land Use Plan**

Mandated by the State of California.

Prepared by the Crescent City Harbor District

**When Adopted:** The Crescent City Harbor Coastal Land Use Plan was adopted August 2020 by the Crescent City Harbor District; March 2021 by the Del Norte County Board of Supervisors; and March 2023 by the California Coastal Commission.

**Summary:** The entire Harbor Planning Area is located in the Coastal Zone. Because much of the present-day Harbor was constructed on top of beach areas and by filling in open water, a large portion of the area is under the Coastal Commission’s retained jurisdiction, which includes submerged lands, tidelands, and public trust lands. The majority of the lands covered under the Harbor LUP are seaward of the historic mean high tide line and therefore are in the Commission’s permitting jurisdiction. The Harbor LUP narratives, goals, policies, and programs apply to the entire Harbor, including areas where the Commission issues Coastal Development Permits

#### **Key LUP Policies:**

1. *Coastal Act (Sections 30210-20264) Chapter 3 policies are the guiding Harbor LUP policies.*

2. *Where Harbor LUP policies overlap or conflict, the policy most protective of coastal resources shall take precedence.*
3. *Where conflicts occur between Harbor LUP policies and those in other County plans, policies, and regulations, the LUP policies shall take precedence in the Harbor Area.*
4. *Prior to Harbor Area CDP approval, the County, or Commission on appeal, shall make the finding that the development is consistent with all applicable Harbor LUP policies and Countywide IP regulations and Coastal Act public access policies.*

#### **LUP Land Use Categories:**

- Harbor Dependent Marine Commercial
- Harbor Dependent Recreational
- Harbor Visitor Serving Commercial
- Harbor Greenery

#### **Harbor Dependent Marine Commercial**

The Harbor Dependent Marine Commercial (HDMC) classification prioritizes the needs of the commercial fishing industry while also accommodating other coastal-dependent commercial and industrial development and coastal-related support facilities within or immediately adjacent to the waters of the Harbor to encourage the continuation of commercial fishing and other coastal-dependent marine commercial and industrial activities, maintain the marine theme and character of the Harbor, and encourage physical and visual access to the Harbor where appropriate. The HDMC designation is applied to areas that have historically provided fishing related activities, facilities, and employment. These areas also provide the physical area for continuation of coastal-dependent, coastal-related, and accessory uses. The HDMC designation shall be expanded if future demand for additional sites for coastal-dependent and related uses including aquaculture and commercial fishing facilities becomes evident.

#### **Harbor Dependent Recreational**

A Harbor Dependent Recreational (HDR) classification provides for public and commercial recreational development within or immediately adjacent to the waters of the Harbor to encourage the continuation of recreational boating and other water-oriented visitor-serving and recreational uses and mutually supportive businesses that enhance public opportunities for coastal recreation, maintain the marine theme and character of the Harbor, and encourage physical and visual access to the Harbor waterfront. The HDR designation is applied to areas that have historically provided recreational boating and other harbor dependent or harbor related visitor-serving and recreational uses, and related support activities, facilities, and employment.

These areas provide the physical area for continuation and expansion of these harbor dependent and harbor related water oriented recreational uses. Other non-recreational coastal-depend/ related uses are allowed as conditional uses.\

## **Harbor Visitor Serving Commercial**

A Harbor Visitor Serving Commercial (HVSC) classification provides for accommodations, conveniences, goods, and services intended to primarily serve Harbor area visitors where specific use does not necessarily require location immediately adjacent to Harbor waters. On HVSC designated lands, priority shall be given to visitor-serving commercial facilities designed to enhance public opportunities for coastal recreation.

## **Harbor Greenery**

Areas designated Harbor Greenery (HG) are set aside as open space areas to be utilized for habitat protection/restoration, passive recreation, wind or weather screens and visual effect. These areas may also include day use public recreational facilities and be utilized as utility corridors, but any vegetation removed in the course of installing or maintaining utility lines shall be replaced in kind. Areas in the HG category include the south and west parts of Whaler Island (the relatively undisturbed portion of the former island), the pine tree and grass area west of Highway 101 in proximity to the inner boat basin, a wetland adjacent to the Anchor Beach Inn, and beach areas.

In some cases the Harbor Greenery (G) designation is intended as a placeholder, until such time as the Harbor District proposes redesignation of the land for conversion to another use and development for Harbor purposes. Lands designated G on an interim basis to be reserved for future harbor dependent uses include the pine tree and grass area west of Highway 101 and the beach strand area between the Inner Boat Basin and Shoreline Campground (portion under Harbor District control).

*LUP Policies and Goals are listed in the Appendix.*

## **Municipal Service Review & Sphere of Influence Update**

Mandated by the State of California.

Prepared by the Del Norte Local Agency Formation Commission.

**When Adopted:** August 24, 2015

### **Summary:**

Effective January 1, 2008, Government Code Section 56430 requires LAFCo to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determination with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence (effective July 1, 2012);
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies (including needs or deficiencies related to

sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence);

- Financial ability of the agency to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.

**Key elements related to future growth in the Harbor:**

The District Boundary, which is countywide, also serves as the District’s Sphere of Influence (SOI). The District owns and controls both land and tideland properties at Crescent Bay, bounded by Crescent City to the west, South Beach to the east, the Highway 101 corridor to the north, and Whaler’s Island and the breakwater to the south. The District ownership encompasses roughly 150 acres of land and 4,200 acres of aquatic recreational area.

The District’s primary revenue sources are rents and concessions and inner boat basin rentals; primary expenditures are payroll expenses and utilities. The District has also been successful at obtaining grant funds for the design and construction of numerous recreational and visitor serving improvements. The primary financial challenge is servicing the new debt incurred to complete the reconstruction and improvement projects. It is imperative that the District attract more visitors and new businesses.

The City of Crescent City maintains the water distribution system within the Harbor area, other than individual service lines to Harbor owned facilities. The water lines presently serving the Harbor are adequately sized to meet the needs of future development with simple lateral extensions. The District’s wastewater is collected and treated by the City’s WWTP.

The County of Del Norte provides general governmental services – which includes social services, emergency services, planning, public works, county roads and parks, etc. – to the unincorporated areas of Del Norte County. The City of Crescent City provides similar general governmental services within city limits.

**Crescent City Harbor District 10-Year Strategic Plan: 2018-2028**

Prepared by the Crescent City Harbor District

**When Adopted:** September 2018

**Summary:**

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

**Function of Plan:**

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.

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.

**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.

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## **AB 691 Sea-Level Rise Assessment**

**When Adopted:** June 2019, by the Crescent City Harbor District; December 2022, State Lands Commission

**Agency:** Crescent City Harbor District

**Summary:** Understanding the effects of sea-level rise (SLR) on the region’s coastline when combined with extreme coastal events is critical in allowing the Harbor District to identify its most at-risk resources and aid in developing strategies to adapt these resources to changes... As the effects of climate change and SLR have the potential to cause a wide range of impacts to trust lands, the District provides [SLR assessment] to describe how it will address potential effects on critical facilities and resources, per Assembly Bill No. 691.

The function of the Assessment is to consider potential impacts of Sea-Level Rise on the Crescent City Harbor District and recommend strategies to manage these impacts.

### **Key elements for use in current Plan:**

The CCHD harbor is a critical component of the City’s commerce and is highly vulnerable to future increases in sea levels greater than three feet if adaptation strategies are not considered.

The CCHD will address SLR-related vulnerabilities in a manner that aligns with its mission statement and core values. Per the 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.” Additionally, the core values of the CCHD are as follows:

- 1) Be an economic driver for the community.
- 2) Be fiscally responsible with public assets.
- 3) Be a leader in the community.
- 4) Be a partner for the benefit of the community.

In accordance with these principles, the CCHD is addressing their SLR vulnerabilities by considering the two main environments encompassed within the land grant area and the vulnerabilities specific to these environments. The two main types of environments within the CCHD are:

- 1) An armored and engineered harbor
- 2) Naturally occurring beaches

In order to manage these impacts and those from extreme events, there are a number of adaption strategies possible. A definition and example of each proactive approach is provided below:



**Protection:** Defend a resource as is, in its current location. Example: Hard or soft shoreline armoring, increasing stiffness of dock piles, and constructing flood gates.

**Accommodation:** Modify existing resources to decrease hazard risks and thus increase their resiliency. Example: Elevating structures, retrofitting to increase strength, repositioning boats and ships within a harbor, and dune revegetation for a natural resource such as a beach.

**Retreat:** Relocating or removing existing resources out of hazard areas and limiting new development in that area. Example: Permanently relocating a building to higher ground and removing all small boats from a harbor.

The CCHD identified adaptation strategies and prioritized them in the 2018 Local Hazard Mitigation Plan. Some of those strategies are now being addressed. The proposed actions listed in Table 2 Adaptation Strategies for Critical Facilities within the CCHD pertain to the inventoried natural and built resources and facilities in the CCHD that are exposed and vulnerable to SLR. The table is included in the Appendix.

The estimated replacement costs of resources and facilities that could be impacted by SLR and climate change processes are presented is more than \$112,000,000. The estimated value of Harbor assets exposed to expected SLR exceeds \$141,000,000.

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**Status of Sea-Level Mitigation Measures (updated for this Strategic Plan)**

Mitigation/Adaptation Measure	Planning Status	Design Status	Construction Status
Replace Citizens Dock Seawall	NEPA/CEQA underway	30% Design underway	Grant Funding Secured
Raise/Strengthen Whaler Island Groin	Preliminary Cost Estimates Complete	Seeking Funding	Seeking Funding
Raise/Strengthen Anchor Way Breakwater(s)	Seeking Funding	Seeking Funding	Seeking Funding
Raise/Strengthen Inner Breakwater	NEPA/CEQA RFP being prepared	Design RFP awarded	Seeking Funding
Raise/Strengthen Marina Breakwater			Seeking Funding
Strengthen South Beach Armored Seawall	Planning Study underway		Seeking Funding
Raise/Strengthen Lighthouse Way Breakwater (USACE)	Discussions with US ACE		

# Proposed Property Development Map



## **Review of Proposed Projects**

Each section of the property review starts with a closeup of the proposed development map for that area of the Harbor District, followed by a page report for each of the proposed developments in that area. Each of the proposed project pages in this section are formatted the same was as follows:

**Potential new uses:**

**Current Use:**

**Issue with current use:**

**Current Revenue:**

**Opportunity:**

**Constraint:**

**Revenue Potential:**

**Harbor Cost Budget:**

**Timeline:**

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:**

**Contained in previous harbor planning documents:** Yes

**Next Steps:**

**Example of type of development:**

For the “Revenue Potential” we have used three categories for comparison purposes only: Low, Medium, and High. Projects rated with high revenue potential would create more revenue for the Harbor than projects rated low. For instance, High is for projects that would pay rent and sell high priced items, or many medium-priced items, which would create a larger revenue share for the harbor, than projects that did not sell items.

For the “Harbor Cost Budget” the range is as follows:

- Low: under \$100,000
- Mid: \$100,000 - \$500,000
- High: \$500,000 and up

For the “Timeline” the term is for when the project is complete. The time range is as follows:

- Short-term: Within 1 year
- Medium-term: 1 year to 5 years
- Long-term: 5 years or more

## Proposed Project Development Chart

New Use	Current Use	Rev Potential	Budget	Timeline	LUP	Strategic Plan Goal
Hotel and Convention Center	Dredge Ponds	High	High	Long	HDMC	Increase Tourism
Fish Market	Empty building	Low	Low	Short	HDMC	Planned Development
Harbor Office w/ visitor center	Parking	Low	High	Medium	HDMC	Infrastructure
Cold Storage / Processing Facility	Harbor Office	Med - High	High	Medium	HDMC	Planned Development
Commercial Hoists	Fenced Off	Low	Low	Medium	HDMC	Infrastructure
New Citizens' Dock	Citizens' Dock	High	Mid	Medium	HDMC	Infrastructure
Offices	CCHD Maintenance Yard	Medium	Low	Medium	HDMC	Planned Development
CCHD Maintenance Yard	CCHD Maintenance Yard	None	Low	Short	HDMC	Infrastructure
Retail Space & Wind Energy Offices	Former Boat Yard Building	Med - High	Mid	Medium	HDMC	Planned Development
Boat Yard	Former Boat Yard	Med - High	Mid	Medium	HDMC	Planned Development
Public Hoist	Dock and private hoist	Low	Mid	Medium	HDMC	Infrastructure
Convenience Store w/ amenities	Closed Car Wash	Med - High	Mid	Medium	HVSC	Increase Tourism
EV Chargers	Empty building	Low	Low	Medium	HVSC	Increase Tourism
Fishing Village Style Vacation Rentals	RV Park	Med - High	Low	Medium	HVSC	Increase Tourism
RV Park	RV Park	Low - Med	Low	Short	HVSC	Increase Tourism
Port o' Pints outdoor food area	Unused	Low - Med	Low	Short	HVSC	Increase Tourism
Professional Offices w/ parking	Boat Storage	Medium	Low	Medium	HVSC	Planned Development
Vacation Rentals	Vacant (Redwood RV)	Med - High	Mid	Medium	HVSC	Increase Tourism
Restaurants & Shops	Vacant (Redwood RV)	Medium	Mid	Medium	HVSC	Increase Tourism
Parking	Vacant	Low	Low	Medium	HVSC	Infrastructure
Boutique Hotel	Vacant	High	Low	Long	HVSC	Increase Tourism
Boardwalk with Shops	Parking	Medium	Mid	Medium	HVSC	Increase Tourism
Raised Walkway for Fishing Access	Walkway	None	Mid	Medium	HDR	Infrastructure
Transient Boat Docks	None	Low - Med	Mid	Medium	HDR	Infrastructure
Boat Ramp Expansion	Parking	Low	Mid	Medium	HDR	Infrastructure
Dredge Material site	Beach	None	Low	Medium	HDR	Infrastructure
Snack Shack / Kayak rentals	Parking	Low	Low	Short	HDR	Increase Tourism
Natural Amphitheater Event area	Parking	Med - High	Low	Short	HDR	Increase Tourism
Boating Co-Op Clubhouse / Offices	Temp Offices	Low - Med	Mid	Medium	HDMC	Planned Development
Visitor and Work Vessels Moorage	Dock	Low - Med	Low	Short	HDMC	Infrastructure
Aquaculture	None	Low	Low	Short	HDMC	Planned Development





Hotel &  
Convention  
Center

Fish  
Market

Coastal  
Trail

**Map Area: Northeast Harbor**  
**Current Designated Land Use:**  
**- Harbor Dependent Marine Commercial**



## Potential new uses: Hotel and Convention Center

**Current Use:** Dredge Ponds

**Issue with current use:** Large area that creates no revenue for the harbor. Dredge spoils held for years.

**Current Revenue:** \$0

**Opportunity:** Add visitor amenities to increase the time visitors stay in the Harbor to increase revenue opportunities at the site and additional revenue to other Harbor visitor serving businesses.

**Constraint:** If sited on current dredge ponds, will need to find alternative dredge spoil site. LUP designation for property will need to be changed.

**Revenue Potential:** High

**Harbor Cost Budget:** High

**Timeline:** Long-term

**Potential new use conforms with current LUP:** No

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Find alternative dredge spoil site. Work on LUP amendment.

**Example of type of development:**



## Potential new uses: Visitor Services Boardwalk

**Current Use:** Dredge Ponds

**Issue with current use:** Large area that creates no revenue for the harbor. Dredge spoils held for years.

**Current Revenue:** \$0

**Opportunity:** Add visitor amenities services on a boardwalk to increase the time visitors stay in the Harbor to increase revenue opportunities at the site and additional revenue to other Harbor visitor serving businesses.

**Constraint:** If sited on the front of the property, Harbor will need to find alternative dredge spoil site. LUP designation for property will need to be changed.

**Revenue Potential:** Medium

**Harbor Cost Budget:** Low

**Timeline:** Long-term

**Potential new use conforms with current LUP:** No

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** No

**Next Steps:** Permit alternative dredge spoils site. Work on LUP amendment.

**Example of type of development:**



## Potential new uses: Seafood Cold Storage and Packaging

**Current Use:** Storage Building

**Issue with current use:** Empty building, no long-term tenant.

**Current Revenue:** \$0

**Opportunity:** Create a value-added cold storage and packaging facility for fresh seafood for direct sales to consumers and local users. This would be an added-on use to the Family Resource Center of the Redwoods direct-to-consumer fish filet and sales facility, which will be adjacent to this building.

**Constraint:** There is an opportunity for the local fleet to sell more local seafood to the school district, but cold storage is needed to make that happen.

**Revenue Potential:** Low

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Permit needed to install the Family Resource Center of the Redwoods facilities. Identify funding for the cold storage and packaging equipment.

**Example of type of development:**







**Map Area: Commercial Boat Basin**  
**Current Designated Land Use of Area:**  
**Harbor Dependent Marine Commercial**



## Potential new uses: Harbor Office with visitor amenities

**Current Use:** Parking

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To build modern office space for the harbor district with public and private meeting rooms. Opportunity to add visitor amenities to showcase harbor and create revenue.

**Constraint:** No CCHD funding is currently available for such a project. Need community partners for visitor amenities.

**Revenue Potential:** Low; may offset expenses to operate Harbor offices.

**Harbor Cost Budget:** High

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Review proposed site for compatibility with this proposed use. Identify potential funding sources.

**Example of type of development:**



## Potential new uses: Cold Storage / Processing Facility

**Current Use:** Harbor Office

**Issue with current use:** Harbor Office building is old and in need of repairs.

**Current Revenue:** \$0

**Opportunity:** A value add for commercial fishing fleet: a small cold storage and processing facility with retail area to prepare and sell direct to the public or wholesale.

**Constraint:** If the facility is to be used by multiple entities, it will need to have a single entity owner/lease holder. Project may not fit into the current model of local fishing fleet.

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine if there is a local demand for such a facility.

**Example of type of development:**



**Potential new uses: Commercial Hoists**

**Current Use:** Fenced Off

**Issue with current use:** Seawall replacement project area

**Current Revenue:** \$0

**Opportunity:** Add services to commercial fishing industry

**Constraint:** Seawall project needs to be completed before hoists can be installed

**Revenue Potential:** Low

**Harbor Cost Budget:** Low – Purchase of hoists are included in MARAD PIDP grant

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Choose appropriate size hoists when MARAD grant is under contract. Install hoists at end of the seawall project.

**Example of type of development:**



## Potential new uses: Citizen's Dock with expanded footprint

### Current Use: Citizen's Dock

**Issue with current use:** Dock needs to be replaced

**Current Revenue:** High

**Opportunity:** Added services to commercial fishing industry; Harbor Dependent Marine Commercial and other current and future port users.

**Constraint:** Grant funding needs to be secured for Dock replacement

**Revenue Potential:** High

**Harbor Cost Budget:** High

**Timeline:** Medium-term

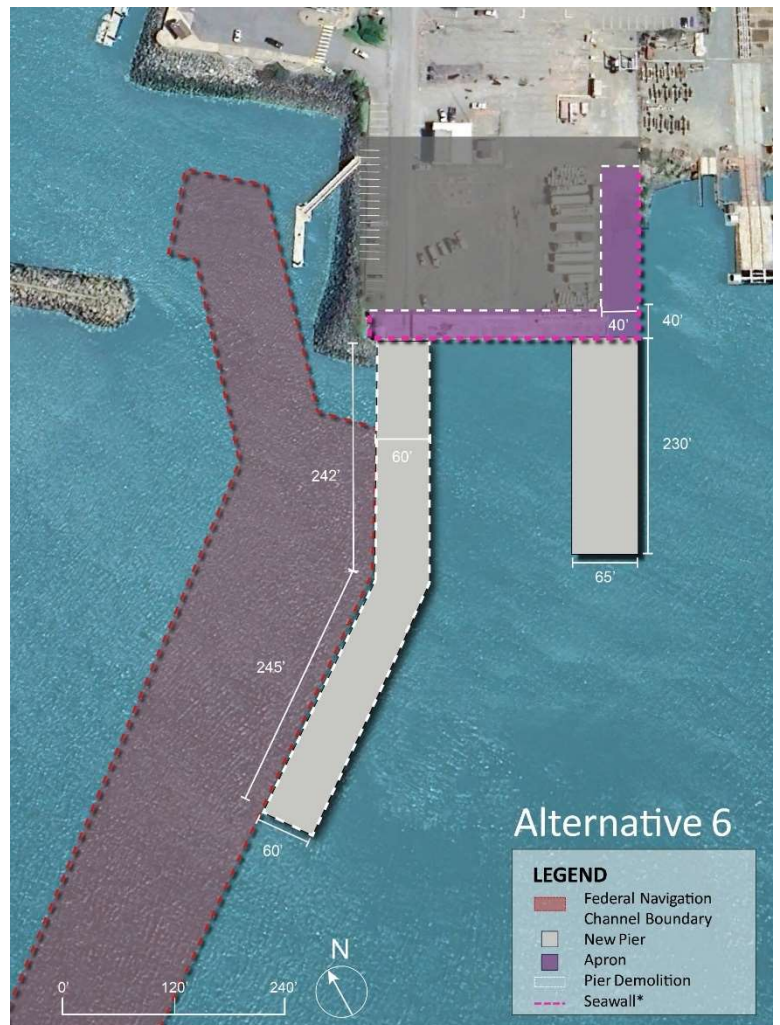
**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Complete NEPA/CEQA and permitting. Apply for more grants.

### Example of type of development







Offices

Retail Space  
& Wind  
Energy  
Offices

CCHD  
Maintenance

Boatyard

Processing

Public  
Hoists

**Area: Starfish Way Industrial Zone**  
**Current Designated Land Use of Area:**  
**Harbor Dependent Marine Commercial**



## Potential new uses: Parcel 1: Offices

**Current Use:** CCHD Maintenance Yard

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** The Harbor District is a good match for companies that want office space near the water.

**Constraint:** Current maintenance yard will need to be consolidated onto the property adjacent to this one. This site will need to be cleared. A new building will need to be built.

**Revenue Potential:** Medium

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine size of building that could go on the site. Consolidate maintenance yard onto adjacent property.

**Example of type of development:**



## **Potential new uses: Parcel 2: CCHD Maintenance Yard**

**Current Use:** CCHD Maintenance Yard

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To create a smaller footprint for the maintenance yard, freeing up property that could be rented.

**Constraint:** It will need to be determined if all of the current existing maintenance functions and equipment can be located on this site.

**Revenue Potential:** \$0

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine if all of the current existing maintenance functions and equipment can be located on this site. Create budget estimates for any changes or additions to current structures and for a new building as needed.

**Example of type of development:**





## Potential new uses: Parcel 1: Retail Space and Wind Energy Offices

**Current Use:** Vacant (Former Boat Yard Building)

**Issue with current use:** Property and buildings need to be revitalized. Need to ensure no contaminants on property from former long-term lease holder.

**Current Revenue:** \$0

**Opportunity:** The Harbor District is a good match for becoming an O&M Port. An O&M company will need warehouses/offices, spare part storage, and a marine facility to support Operation & Maintenance vessels for crew transfer.

**Constraint:** Current building needs to be rebuilt or new building must be built.

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Mid - Getting property ready for tenant to build on will require studies and property improvements.

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous Harbor planning documents:** Yes

**Next Steps:** Release RFP to have 3<sup>rd</sup> party conduct Level-1 and possibly Level-2 environmental study of the property.

**Example of type of development:**



## Potential new uses: Parcel 1: Option 2 - Conference and Banquet Rooms

**Current Use:** Vacant Multi-story Building (Former Boat Yard Building)

**Issue with current use:** Property and buildings need to be revitalized. Need to ensure no contaminants on property from former long-term lease holder.

**Current Revenue:** \$0

**Opportunity:** In the building, most of the redwood pillars and beams appear to be structurally sound. Replacing the sheet metal with walls of windows and adding floors would create a space with the best views in the Crescent City urban area.

**Constraint:** Current building will mostly need to be rebuilt.

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Mid - Getting property ready for tenant to build on will require studies and property improvements.

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous Harbor planning documents:** No

**Next Steps:** Release RFP to have 3<sup>rd</sup> party conduct Level-1 and possibly Level-2 environmental study of the property. Have architectural and engineering study done of existing structure.

**Example of type of development:**



## Potential new uses: Parcel 2: Boat Yard – Refit and Repair Facility

**Issue with current use:** Property and buildings need to be revitalized. Need to ensure no contaminants on property from former long-term lease holder.

**Current Revenue:** \$0

**Opportunity:** The Harbor District is a good match for becoming an O&M Port. An O&M company will need warehouses/offices, spare part storage, and a marine facility to support Operation & Maintenance vessels for crew transfer.

**Constraint:** If current parcel is split, no building would be on this site, so a building must be built.

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Mid - Getting property ready for tenant to build on will require studies and property improvements.

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous Harbor planning documents:** Yes

**Next Steps:** Release RFP to have 3<sup>rd</sup> party conduct Level-1 and possibly Level-2 environmental study of the property.

**Example of type of development:**





## Potential new uses: Public Hoist

**Current Use:** Dock and private hoist

**Issue with current use:** There is no public hoist area in the Harbor.

### Current Revenue

**Opportunity:** Create a public hoist area that could be shared by the commercial fishermen for offloading their catch.

**Constraint:** This dock is currently leased and the hoists are in use by that company. The dock may need repairs in order to be used as a public dock.

**Revenue Potential:** Low

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine when the dock may become available. Determine needed repairs to the dock.

**Example of type of development:**







**Map Area: Commercial Business Area**  
**Current Designated Land Use of Area:**  
**Harbor Visitor Serving Commercial**



## Potential new uses: Convenience Store with amenities

**Current Use:** Closed Car Wash

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To create new revenue for the Harbor and provide travelers and visitors a place to shop.

**Constraint:** A new car wash needs to be built to current water recycle codes, which has proved too costly for anyone to reopen the site.

**Revenue Potential:** Medium-High

**Harbor Cost Budget:** Low to Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** No

**Next Steps:** Determine the size of a store and the number of parking spaces that can be built on the lot.

**Example of type of development:**



## Potential new uses: EV Chargers

**Current Use:** Empty

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Added visitor amenities get people to stop in the Harbor.

**Constraint:** There will need to be an energy infrastructure audit done to see if there is enough energy for EV chargers on the site.

**Revenue Potential:** Low

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** No

**Next Steps:** Work with Pacific Power on an energy infrastructure audit done to see if there is enough energy for EV chargers on the site.

**Example of type of development:**





## Potential new uses: Parcel 1: Fishing Village Style Vacation Rentals

**Current Use:** RV Park

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Add visitor amenities to increase the time visitors stay in the Harbor to increase revenue opportunities at the site and additional revenue to other Harbor visitor serving businesses.

**Constraint:** Will need owner operator to invest in and own cabins.

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Contact cabin rental companies to have them look at CCHD site.

**Example of type of development:**





**Potential new uses: Parcel 2: RV Park with smaller footprint and improved amenities**

**Current Use:** RV Park

**Issue with current use:** Mixed use of long-term residencies and short-term vacationers.

**Current Revenue:** Low

**Opportunity:** To create a smaller, better looking, higher amenities RV Park.

**Constraint:** The current mixed use is not compatible with a high-end vacation RV Park. The cost to move the long-term residents is prohibitive for the Harbor.

**Revenue Potential:** Low to Medium

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine the property size needed for long term residencies and the property size needed for the RV Park.

**Example of type of development:**



## **Potential new uses: Professional Offices and Parking**

**Current Use:** Boat Storage

**Issue with current use:** Eyesore, maintenance problems; safety hazard.

**Current Revenue:** Low

**Opportunity:** To provide water view offices in the Harbor District.

**Constraint:** Will need to find a owner, master lease holder who will finance the construction of the building.

**Revenue Potential:** Medium

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Advertise the availability of the parcel for development.

**Example of type of development:**



## Potential new uses: High End Vacation Rentals

**Current Use:** Vacant - Redwood RV Park

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Add visitor amenities to increase the time visitors stay in the Harbor to increase revenue opportunities at the site and additional revenue to other Harbor visitor serving businesses.

**Constraint:** Utility services need to be improved

**Revenue Potential:** Medium to High

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

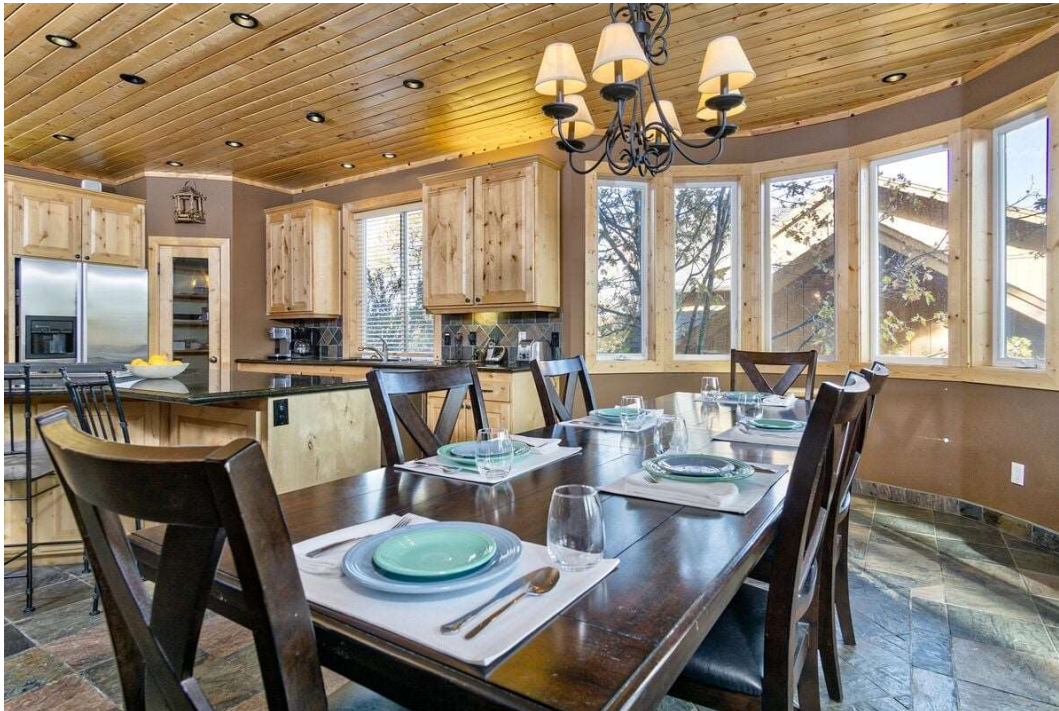
**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine the size of the area that can be allocated to Vacation rentals. Determine parking space requirements for vacation rentals.

**Example of type of development:**





## Potential new uses: Restaurants and Shops

**Current Use:** Vacant - Redwood RV Park

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To add more visitor services and revenue opportunities for the harbor.

**Constraint:** Utility services need to be improved. Will need to recruit businesses to the site.

**Revenue Potential:** Medium

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Start identifying businesses that would want to be at the site.

**Example of type of development:**



**Potential new uses: Parking for Boutique Hotel and Visitor Services**

**Current Use:** Vacant

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:**

**Constraint:**

**Revenue Potential:** Low

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

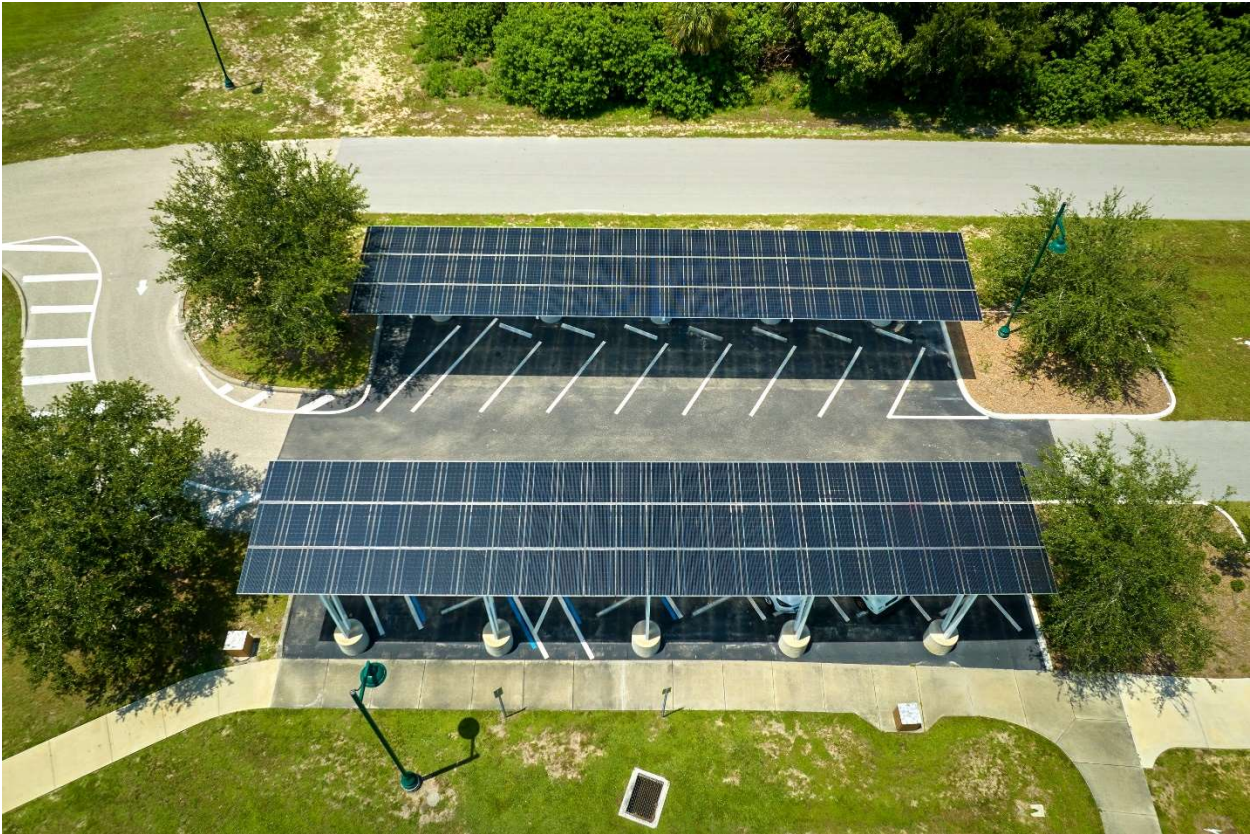
**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine parking space requirements for a hotel.

**Example of type of development:**





## **Potential new uses: Boutique Hotel**

**Current Use: Vacant (Former Redwood RV overflow lot)**

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Add visitor amenities to increase the time visitors stay in the Harbor to increase revenue opportunities at the site and additional revenue to other Harbor visitor serving businesses.

**Constraint:** Planning, development and permitting of a hotel will take approximately 4-5 years.

**Revenue Potential:** High

**Harbor Cost Budget:** Low

**Timeline:** Long-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine the size of the area that can be allocated to a boutique hotel. Prepare package for recruitment of a hotel company.

**Example of type of development:**



## Potential new use: Boardwalk with Shops

**Current Use:** Parking

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** TBD

**Opportunity:** Add visitor services with revenue opportunities

**Constraint:** Existing area will need to be repaired, including riprap and under existing parking area. The parking area for the Chart Room will need to be designated behind the restaurant. Traffic directional signage with lanes will need to be added for safety

**Revenue Potential:** Medium

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** No

**Next Steps:** Determine the size of the area that can be allocated to a boutique hotel. Start identifying businesses that would want to be at the site.

**Example of type of development:**







Public Hoist

Boardwalk with Shops

Raised Walkway  
for Fishing  
Access

Boat Dock  
Boat Dock  
Boat Dock

Dredge  
Material

Boat Ramp  
Expansion

Moorage &  
Boating Co-op

Visitor &  
Work Vessels

Aquaculture

Snack Shack/  
Rental

Boating  
Co-op  
Clubhouse

Natural  
Amphitheater

**Map Area: Anchor Way (Boating Services Zone)**  
**Current Designated Land Use of Area:**  
**Harbor Dependent Recreational &**  
**Harbor Dependent Marine Commercial**



## Potential new uses: Raised Walkway for Fishing Access

**Current Use:** Walkway

**Issue with current use:** Safety issue for those walking along it.

**Current Revenue:** \$0

**Opportunity:** Solve safety issues and provide designated fishing access.

**Constraint:** Project will need to be done in conjunction with slope protection improvements

**Revenue Potential:** \$0

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

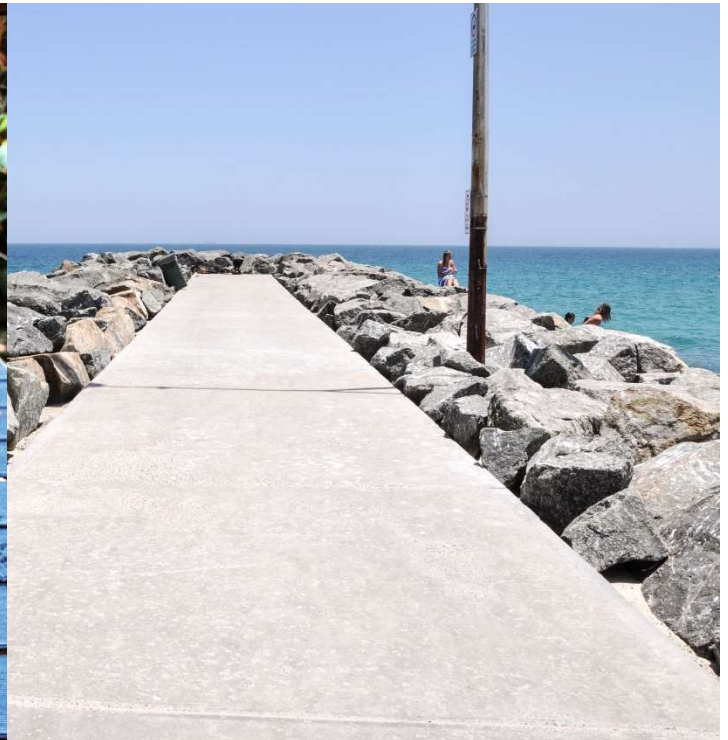
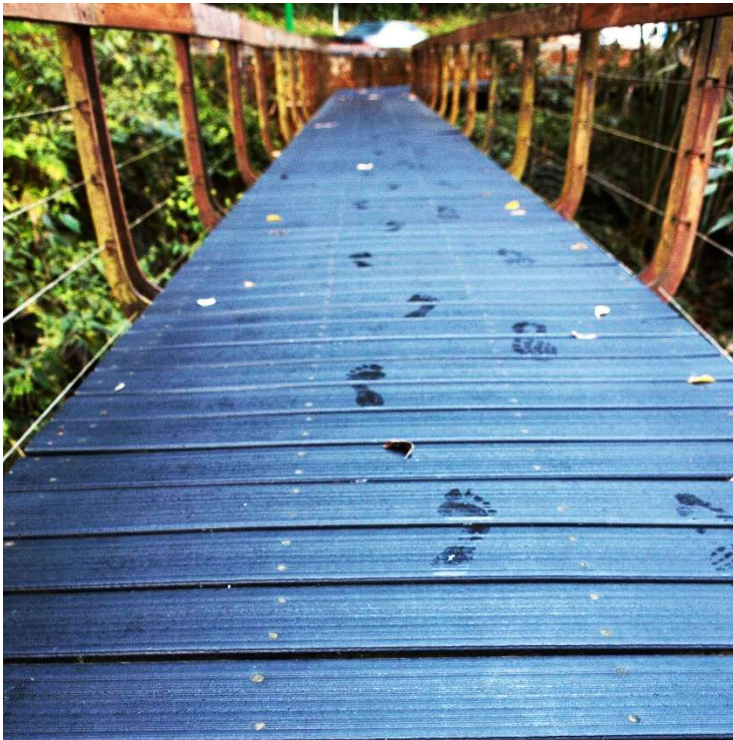
**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Gather all regulations regarding providing walkway / trail access in that area.

**Examples of type of development:**



## **Potential new uses: Transient Boat Docks**

**Current Use:** None (former boat docks)

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Add visitor services by adding boat docks

**Constraint:** Will need grant funding

**Revenue Potential:** Low to Medium

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Identify funding options for the docks. Prepare application and apply for funding.

**Example of type of development:**



## Potential new uses: Boat Ramp Expansion

**Current Use:** Parking

**Issue with current use:** Boat ramp area limited by size and tides.

**Current Revenue:** \$0

**Opportunity:** Meets state and federal agency required mitigation for construction of seawall and expanded Citizens' Dock.

**Constraint:** Will need to find grant funding

**Revenue Potential:** Low

**Harbor Cost Budget:** Mid

**Timeline:** Medium-Term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Identify funding options for boat ramp expansion. Prepare application and apply for funding.

**Example of type of development:**





**Potential new uses: Dredge Material site**

**Current Use:** Beach (Whaler Groin)

**Issue with current use:**

**Current Revenue:** \$0

**Opportunity:**

**Constraint:**

**Revenue Potential:** \$0

**Harbor Cost Budget:** Low

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Continue current study and discussions with U.S. Army Corp of Engineers.

**Example of type of development:**



**Potential new uses: Snack Shack / Kayak rentals**

**Current Use: Parking**

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:**

**Constraint:**

**Revenue Potential:** Low

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine best location for shack, county and state permits needed. Start recruitment process for a business to locate at the site.

**Examples of type of development:**





## Potential new uses: Natural Amphitheater Event area

**Current Use:** Parking

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** Re-design of Whaler Island parking area can provide an opportunity for creating an event area.

**Constraint:** Harbor District supports active recreational boating. There has to be a balance between events and not disrupting the boating activities. May need some electrical infrastructure and safety improvements to area.

**Revenue Potential:** Medium-High; seasonal dependent.

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Example of type of development:**





## **Potential new uses: Visitor and Work Vessels Moorage and Boating Co-op**

**Current Use:** Dock

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To improve services to visiting boaters and create a boating co-op for local residents.

**Constraint:** The current dock and surrounding area will need to be improved.

**Revenue Potential:** Low - Medium

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Infrastructure

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Identify funding options for dock improvements or replacement. Prepare application and apply for funding.

**Example of type of development:**



## **Potential new uses: Boating Co-Op Clubhouse / Offices**

**Current Use:** Temporary Offices

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** To create opportunities for local residents to enjoy boating and increase revenue for the Harbor District.

**Constraint:** There is not currently a boating co-op. The building will probably need repairs.

**Revenue Potential:** Low-Medium

**Harbor Cost Budget:** Mid

**Timeline:** Medium-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:**

**Next Steps:** Have engineering and architectural review of building done to determine structural improvements needed. Once the Harbor management team has new offices to move into, start development of boating co-op.

**Example of type of development:**



## Potential new uses: Aquaculture

**Current Use:** none

**Issue with current use:** Large area that creates no revenue for the harbor.

**Current Revenue:** \$0

**Opportunity:** The proposed aquaculture area may be suitable for culture of species such as Manila clams, Kumamoto oysters and Pacific oysters. Moffatt & Nichol's staff permitted similar sites for the Humboldt Bay Harbor District and the sites are currently leased to private and non-profit organizations for shellfish and seaweed culture.

**Constraint:** Water quality testing and further site evaluation would be required to determine specific aquaculture opportunities. Permits would be required from the State Department of Health, CA Department of Fish and Wildlife, California Coastal Commission, US Army Corps of Engineers and Regional Water Quality Control Board.

**Revenue Potential:**

**Harbor Cost Budget:** Low

**Timeline:** Short-term

**Potential new use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Develop a brief feasibility study for aquaculture operations within the proposed aquaculture area. This would involve correspondence with existing aquafarmers to assess site potential, further review of site conditions and assessment of any existing water quality data for the site.

**Example of type of development:**





## **ADDITIONAL DEVELOPMENT OPPORTUNITIES**

### **GATEWAY TO REVITALIZED WATERFRONT**

**Opportunity:** Crescent City is revitalizing Beachfront Park. There is an opportunity to create a pedestrian corridor and connect South Beach with the revitalized waterfront.

**Constraint:** Recreational pathway crosses through industrial areas. Minimal disruption to commercial activities should be incorporated in redevelopment plans.

**Next Steps:** Create a design to connect pedestrian corridors.

**Budget:** Low

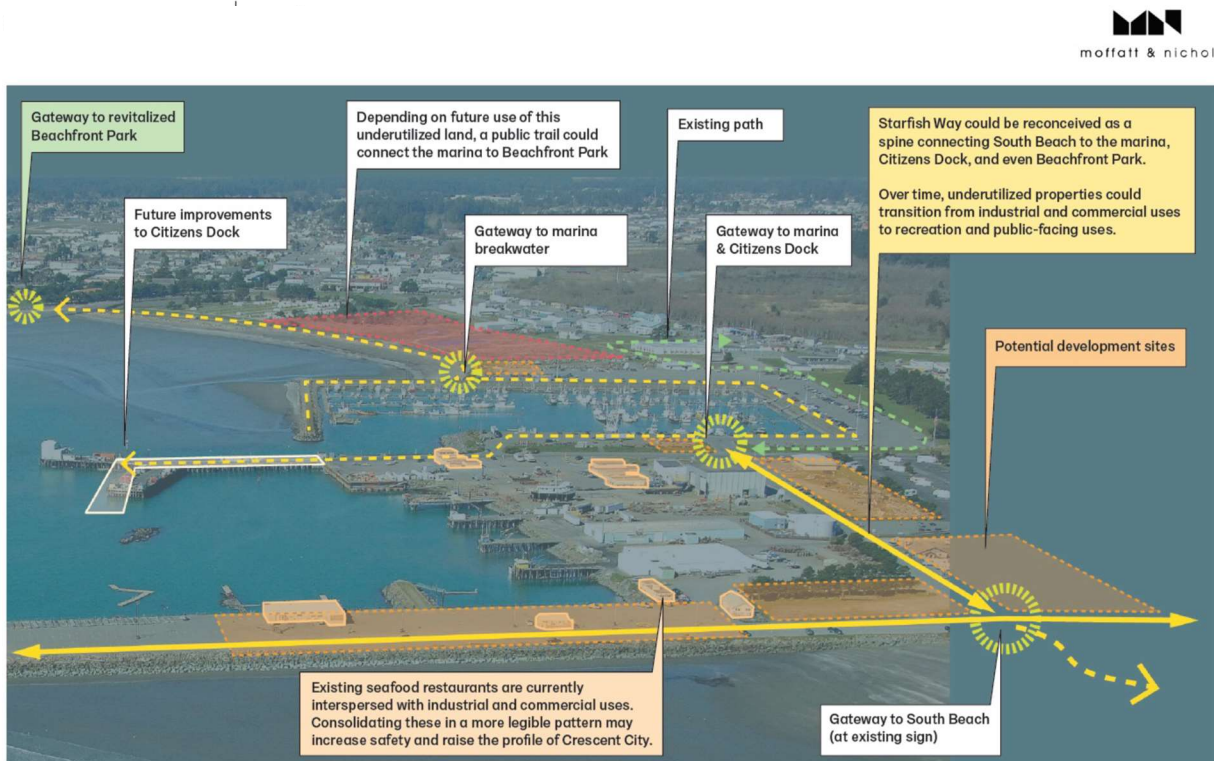
**Timeline:** Medium-term

**Conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Increase Tourism

**Contained in previous harbor planning documents:** Yes

**Example of type of development:**



## MARINA MASTER PLAN

**Opportunity:** There is an industry-wide trend towards higher demands for larger boats/larger slips. Re-configuration of the marina/addition of slips could accommodate a higher number of larger boats.

**Constraint:** Creating slips in the outer basin will increase the demand for maintenance dredge activities.

**Next Steps:** Develop a master plan for the marina.

**Budget:** Low

**Timeline:** Medium-term

**Conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Example of type of development:**



## ICE PLANT

**Issue with current use:** The ice plant in the Harbor is aging and may need to be replaced in the near future.

**Current Revenue:** Low

**Opportunity:** there are containerized ice plant systems that can be sized appropriately for the commercial fishing fleet and would be able to be sited faster than constructing a new building. A containerized system could be moved in the future during Citizens' Dock rebuild.

**Constraint:** There is currently no identified funding to purchase an ice machine

**Revenue Potential:** Low

**Harbor Cost Budget:** High

**Timeline:** Medium-term

**Use conforms with current LUP:** Yes

**Meets Strategic Plan Goal:** Planned Development

**Contained in previous harbor planning documents:** Yes

**Next Steps:** Determine the amount and size of the ice needed by the commercial fleet. Identify and apply for funding for an ice plant

**Example of type of development:**





## Appendix

Crescent City Harbor Land Use Plan: Land Use Designation Map

Crescent City Harbor Land Use Plan: General Development Policies

CCHD Strategic Plan 2018-2028: Goals and Strategies

CCHD Sea Level Rise Assessment: Table 2: Adaptation Strategies for Critical Facilities within the CCHD

LUP Figure 3 -Current CCHD Land Use Designation



## **Policy:**

### **2.1.2-1: Land Use Consistency**

Land uses and new development in the coastal zone shall be consistent with the Harbor Land Use Designations Map and all applicable Local Coastal Program (LCP) policies and regulations.

## **2.2 General Development Policies**

Coastal Act policies related to the location of new development that are applicable to the Harbor area include Sections 30211, 30212.5, 30250 (a), 30252, 30253 (d) and 30254.

### **2.2.1 Location of New Development**

The Coastal Act provides for the protection of coastal resources by requiring that new development be located close to existing development, where public services are available to minimize the impacts associated with the extension of infrastructure and services. With the exception of the shoreline lying seaward of the mean high tide and south of the Whaler Island breakwater, the lands within and adjacent to the harbor area have been previously developed; therefore, new development within the harbor area will occur in the form of new development at previously disturbed sites, or infill development within or adjacent to existing developed areas.

The City of Crescent City maintains the water distribution system within the Harbor area, other than individual service lines to Harbor owned facilities. The water lines presently serving the Harbor are adequately sized to meet the needs of future development with simple lateral extensions. The District's wastewater is collected and treated by the City's WWTP. These areas currently have adequate public services or can have public services extended or expanded without significant adverse effects on coastal resources.

**Goal 2.2.1-1** New and infill development will continue to be allowed within and adjacent to the existing developed areas in the Harbor area subject to the density and intensity limits and resource protection policies of the Harbor Land Use Plan.

## **Policies:**

### **2.2.1-1 Public Services**

New development shall be located in areas with adequate public services or areas capable of having public services extended or expanded without significant adverse effects, either individually or cumulatively, on coastal resources. New or expanded public works facilities shall be designed to accommodate needs generated by development or uses permitted consistent with the provisions of the LUP. Where existing or planned public works facilities can accommodate only a limited amount of new development, services to coastal dependent land use, essential public services and basic industries vital to the economic health of the region, state, or nation, public recreation, commercial recreation, and visitor-serving land uses shall not be precluded by other development.



### **2.2.1-2 Parking**

Where new development cannot meet current parking standards, lesser standards may be allowed only with: (a) a parking plan approved by the County that in total provides shared parking to meet the combined needs of the businesses and/or uses involved; (b) evidence that facilities and/or programs are available that provide for the use of alternative modes of transportation such as public transit, bicycling or walking; and (c) documentation that less parking will not result in interference with public access, or overcrowding or over use of any single area.

### **2.2.1-4 Accessibility and Smart Growth**

The location and amount of new development should maintain and enhance public access to the coast by facilitating the provision or extension of transit service, providing non-automobile circulation within the development, and providing adequate parking facilities or providing substitute means of serving the development with public transportation. New development shall minimize energy consumption and vehicle miles traveled.

## **2.3 Visitor-Serving and Recreational Facilities**

Coastal Act policies relating to visitor-serving and recreational development that are applicable to the Harbor area include Sections 30213, 30220, 30221, 30222 and 30223.

### **2.3.1 Visitor-serving and Recreational Facilities**

Visitor-serving and recreational activities are an important part of the character and economy of the Crescent City area. There are presently 14 motels with 600 rooms within walking distance (less than one mile) of the Harbor. The price range for these rooms varies with the age and location of the motel. Currently, there are no motels on Harbor District lands. The Anchor Beach Motel is presently the only motel within the Harbor planning area. The Anchor Beach Motel is located on private land between Highway 101 and lands owned by the Harbor District.

There are three recreational vehicle (RV) parks near the Harbor. One fronts on the water and is owned by the City of Crescent City (Shoreline RV Campground). The City owned RV Park has 89 spaces available and was recently modernized and upgraded. Two RV parks are located on lands owned by the Harbor District. Bayside RV Park is currently licensed for 125 spaces. The leased area is 4.4 acres, fronts on Highway 101 and is located between Citizens Dock Road and Neptune Way. The lease with the Harbor District expires on November 1, 2024. Bayside charges nightly rates as of 2019 of \$40 for back-in RV spots and \$50 for pull-through spots. Discounted longer-term rates are \$200/240 weekly and \$385/\$450 monthly. The second RV Park, Redwood Harbor Village, formerly known as Harbor RV Anchorage, is located near Bayside RV Park and fronts on Anchor Way and Starfish Way. Redwood Harbor Village is permitted for 117 spaces. Charges at Redwood Harbor Village are \$45 to \$50 per night plus \$15 for each person beyond four persons occupying the same RV space. The weekly rate is \$300-\$330 as of 2019.

Both Bayside and Redwood Harbor Village RV parks are interim uses of the property they occupy. The leases have specific expiration dates in acknowledgement of their interim use classification. The Harbor District assumed Redwood Harbor Village management on June 1, 2017 and is considering various alternative uses for the property consistent with this Land Use Plan.

Through the State Lands Grant to the District, the Harbor District controls over 4.5 miles of shoreline below the mean high tide line. This shoreline area stretches from the City of Crescent City's land grant (at Shoreline Campground) to Nickel Creek near the end of Ender's Beach Road. With some safety and security exceptions within the Harbor area itself, this entire beach area is available to the public free of charge.

Tidelands and submerged lands are State lands held in trust by the Harbor District. These lands are subject to the public trust doctrine and are limited to public trust uses, such as navigation, fisheries, commerce, public access, water-oriented recreation, open space and environmental protection. The open water of the Harbor and of the Pacific Ocean adjacent to the Harbor are used for a wide variety of recreational activities, including boating, diving, fishing, kayaking, rowing, sailing, surfing, paddle boarding, and wind surfing. Development in the form of marinas, moorings, piers, and equipment rentals provide recreational opportunities and water access.

The day use facilities at the Harbor are available free of charge. There is no charge for parking in the Harbor area nor are there any charges for use of public restrooms or the fish cleaning stations. Access throughout the harbor by walking or bicycle is available, although some restrictions are in place to prevent conflict with commercial activities such as seafood unloading and boat repair. A segment of the California Coastal Trail was recently completed from the northern Harbor Area east to Starfish Way and the Harbor District improved walkways and railings around the Inner Boat Basin, facilitating walking and bicycling by the public. The water area of the harbor is also available for use by the public. Windsurfing, kayaking and paddle boarding are examples of frequent activity in the harbor that are free for the public. Access by trailerable boat to the waters of the harbor requires a nominal use charge for the boat ramp.

Presently there are only limited coastal-related educational and interpretative facilities and programs that are either free or have a nominal charge. The Harbor District intends to seek funding for these facilities, including an Interpretative Center and Nautical Museum.

**Goal 2.3.1-1** Visitor-serving and recreational developments that provide public recreational opportunities shall be encouraged. Lower-cost and no cost visitor and recreational facilities shall be protected, encouraged and, where feasible, provided.

**Goal 2.3.1-2** The Harbor District will identify, encourage and provide lower-cost visitor-serving and recreation facilities, for example, interpretive panels, informative exhibits and if feasible an interpretive center.

**Goal 2.3.1-3** The Harbor District shall continue to provide and protect public beaches granted to the District by the State of California as a means of providing free and lower-cost recreational opportunities.

**Goal 2.3.1-4** The operation of passenger/ sightseeing boats, passenger/fishing boats ("day boats"), and long-term boat rentals and sales shall be encouraged.

## **Policies:**

### **2.3.1-1 South Beach Uses**

South Beach shall continue to be available for public recreational uses and uses on South Beach

that would interfere with public access and coastal resources enjoyment shall be prohibited.

#### **2.3.1-2 Tidelands and Submerged Lands Use**

The Harbor District shall administer tidelands and submerged lands use in a manner consistent with the tidelands trust and all applicable laws, including 1963 Statutes Chapter 1510.

#### **2.3.1-3 Consistency with Public Trust Restrictions**

The Harbor District shall ensure the consistency of a proposed use with the public trust restrictions and the public interest at the time any tideland lease is re-negotiated or renewed.

#### **2.3.1-4 Visitor-Serving Commercial Recreational Facilities Priority**

Priority shall be given to visitor-serving commercial recreational facilities designed to enhance public opportunities for coastal recreation over general commercial uses, but not over aquaculture and coastal-dependent industry, including commercial fishing. Proposals for aquaculture facilities on oceanfront land shall be given priority over other uses, except over other coastal dependent developments or uses.

#### **2.3.1-5 Waterfront-Oriented Commercial Uses**

Continue and encourage waterfront-oriented visitor-serving and recreational commercial uses, including eating and drinking establishments and recreation and entertainment establishments, as a means of providing public access to the waterfront. Coastal areas suited for water-oriented recreational activities that cannot readily be provided at inland areas shall be protected for such uses.

#### **2.3.1-6 Visitor Accommodation Affordability**

Lower cost overnight visitor accommodations shall be protected, encouraged, and, where feasible, provided, including campgrounds, recreational vehicle parks, hostels, and lower-cost hotels and motels. New overnight visitor accommodation developments in the harbor area shall (1) be encouraged to be lower-cost or provide a range of overnight accommodation options and prices serving a variety of income ranges; and (2) be encouraged to provide non-overnight visitor-serving recreational amenities that are open to the general public. Consistent with Coastal Act Section 30213, the County within the harbor area shall in no event (1) require that overnight room rental be fixed at a certain amount for any privately owned and operated hotel, motel, or other similar visitor-serving facility located on either public or private land; nor (2) establish or approve any method for the identification of low or moderate income persons for the purpose of determining eligibility for overnight room rentals in any such facilities.

#### **2.3.1-7 Visitor Accommodation Retention**

If and when average visitor accommodations annual occupancy rates in the Crescent City area exceed 70%, or peak season occupancy rates exceed 95% (whichever occurs first), removal or conversion of existing lower cost visitor serving accommodations in the harbor area shall be prohibited unless (1) the converted facility will be replaced with another facility offering the same or a greater number of lower cost visitor serving units, or (2) an in lieu fee in an amount necessary to off-set the cost to replace the lower cost visitor serving units in coastal Del Norte County is imposed. Lower cost facilities shall be defined as any facility with room rates that are (1) below 75% of the Statewide average room rate, or (2) below the average annual room rate in the Crescent City area, whichever is lower. Statewide average room rates can be calculated by the



Smith Travel Research website ([www.str.com](http://www.str.com)) or other analogous methods used to arrive at an average statewide room rate value.

### **2.3.1-8 Overnight Accommodation Standards**

Overnight accommodations in the harbor area shall be protected for transient use (30 days or less) and shall not be converted to private residential use; other than camp host/ employee caretaker unit type residences.

#### **Programs:**

- The Harbor District shall, for new leases and/or the extension of existing leases, negotiate or renegotiate tidelands leases at the fair market value based on the uses authorized in the lease and use the funds as required by law and the policies of the Harbor District.

## **2.4 Coastal-dependent/Related and Industrial Development**

### **2.4.1 1986 Harbor Plan vs. Existing and Foreseeable Conditions**

The 1986 Crescent City Harbor Port Land Use Plan was prepared as the rapidly expanding fishing industry was peaking. Just prior to the adoption of the 1986 Harbor Plan, several projects were built to accommodate a fleet that had been, and was expected to continue, rapidly expanding. Projects built in support of the expanded fishing activity included:

- 1970 two fish processing plants and associated docks
- 1976 completion of the inner boat basin
- 1977 small boat haul-out and repair service facility

These and other public investments transformed Crescent City Harbor from a small cove sheltered by breakwaters where fishermen rowed out to their anchored vessels, to a modern dynamic fishing harbor. But the expansive plans of the 1980s were never realized. The fleet's growth during the 1970s and early 80s was driven by government policy providing tax and investment incentives coupled with an overly optimistic view of the productivity of ocean resources. Instead of expanding after the early 1980s, fleets shrunk. Today's commercial fleet, although much smaller than in the past, is better aligned with the biological productivity of the ocean. Three of the four major coastal fisheries in Crescent City, including the West Coast Groundfish fishery, the Oregon and Washington Pink shrimp fishery, and the Oregon Dungeness crab fishery have been certified as sustainable by the Marine Stewardship Council. While Klamath River salmon stocks are still depressed, major efforts are underway to help these stocks recover. Excepting Klamath River salmon, major local fisheries are biologically sustainable and will produce annual harvests of seafood into the future. With fleets reduced by 50 to 90 percent from 1987 levels, the commercial industry is economically viable, and the reconstructed Inner Boat Basin reasonably accommodates the present and projected future fishing fleet. There is no reasonable expectation of constructing a second boat basin for larger boats.

The inner boat basin contains 234 slips after reconstruction due to tsunami damage. In addition to the boat slips of designated length, the reconstructed Inner Boat Basin also has approximately

1,615 feet of side tie space available. This space allows vessels of any length to tie alongside a floating dock where water and electrical pedestals are available, just as in a defined slip. Side tie space is very flexible as it can accommodate vessels from the smallest to the largest that use the harbor. This flexibility is important because demand for moorage is very seasonal in Crescent City harbor. In winter, larger, out of the area crab vessels come to Crescent City to participate in the intense Dungeness crab season. Depending on the abundance of crab, 30, 40, or more out of the area crab vessels may work out of Crescent City. In summer, long after crab season is effectively over, recreational Salmon fishermen bring their smaller vessels to the harbor. In year's past, when Klamath River Salmon were more abundant and seasons longer, the Harbor District installed over 500 seasonal slips to accommodate recreational fishermen. But installing these seasonal slips in the spring and removing them in the winter was time consuming, expensive, and the aging slips did not meet modern standards. As demand for seasonal recreational slips declined, and capacity in the reconstructed Inner Boat Basin expanded, the District eventually concluded that current conditions do not justify installing these seasonal slips. The District realizes, however, that should problems on the Klamath River be resolved recreational fishing may increase in Crescent City. The area where recreational slips were historically installed continues to be zoned and designated Harbor Dependent Recreational to allow for the slips to be reinstalled if justified in the future. The flexibility to respond to changing conditions in the future is a key part of this land use plan. Adjacent to the recreational slip area are the seafood unloading and processing facilities.

Located along the harbor's water frontage are two seafood processing plants and docks with room designated for a third plant and potential expansion of the two existing buildings. As of 2019, only one of the two existing seafood processors is in operation under a lease to Alber Seafoods. The other processing plant (the old Eureka Fisheries building) is leased for storage but is not in operation. The site for the third processing plant remains empty.

The boat repair facility constructed in 1977 is still in operation. With smaller fleets, the level of repair activity is not what it was in years past, therefore the facility has capacity and area available. The Harbor's maintenance buildings are near the boat repair facilities and are used on a daily basis.

Bulk fuels are no longer unloaded from barges in the Harbor. While the pipelines are still in place, there is no prospect of fuel barging in the foreseeable future. Lumber is no longer shipped from the Harbor, although Citizens Dock did handle lumber shipping at one time.

The District is committed to actively working to keep commercial fishing and processing possible in Crescent City. The elements needed for fish processing are here -a healthy ocean resource, an active fleet, and adequate waterfront property. But the current and future level of fishing alone will not support the District. Just as focused public investment triggered private investment during the fishing boom of the 1970's, changing the focus of public investment can be the key to unlocking the tourism potential at Crescent City Harbor. Where docks, fish plants, and boatyards were critical for promoting fisheries, design guidelines, walkways, restaurants and visitor amenities are crucial for bringing new business to the harbor. Visitors must be made to feel welcome and then directed to the local attractions for the harbor to be successful.

The Harbor Commission has concluded that any future development plan will fail unless there are boats and fishing activity in the harbor. Fishing activities are a critical component of the Del Norte County economy, an inseparable part of the community's heritage, and a key attractor for tourists.

Much progress has been made in accomplishing the projects recommended in the District's 2006 Master Plan. These projects help provide the atmosphere and amenities that will attract tourists to the Harbor. This land use plan aligns land use designations, goals, and policies to implement the remaining key steps that will revitalize the Harbor's, and the community's, economy while protecting local resources.

**Goal 2.4.1-1** Commercial fishing and processing shall be actively encouraged at the Harbor, understanding that economic diversification will fail without boats and fishing activity in the harbor and that these activities will continue to be priority uses.

## **Policies:**

### **2.4.1-1 Coastal-Dependent Use Priority**

Within the Harbor Area, coastal-dependent development shall have priority over other development on or near the shoreline. Except as provided elsewhere in this Chapter, coastal-dependent developments shall not be sited in a wetland. When appropriate, coastal-related developments should be accommodated within reasonable proximity to the coastal-dependent uses they support. Power generation, such as wind/wave/tidal energy, shall be encouraged as a coastal-dependent priority use, along with coastal-related land based support and transmission facilities.

### **2.4.1-2 Commercial Fishing Facilities**

The economic, commercial, and recreational importance of fishing activities shall be recognized and protected. Facilities serving the commercial fishing and recreational boating industries shall be protected and, where feasible, upgraded. Existing commercial fishing and recreational boating harbor space shall not be reduced unless the demand for those facilities no longer exists or adequate substitute space has been provided. Proposed recreational boating facilities shall, where feasible, be designed and located in such a fashion as not to interfere with the needs of the commercial fishing industry.

### **2.4.1-3 Coastal-Dependent Industrial**

Coastal-dependent, harbor based industrial facilities shall be encouraged to locate or expand within existing sites and shall be permitted reasonable long-term growth where consistent with this Harbor Plan. However, where new or expanded tanker facilities and/or oil and gas development cannot feasibly be accommodated consistent with other Harbor Policies, they may nonetheless be permitted in accordance with this section and Public Resources Code Sections 30261 and 30262 if: (1) alternative locations are infeasible or more environmentally damaging; (2) to do otherwise would adversely affect the public welfare; and (3) adverse environmental effects are mitigated to the maximum extent feasible.





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

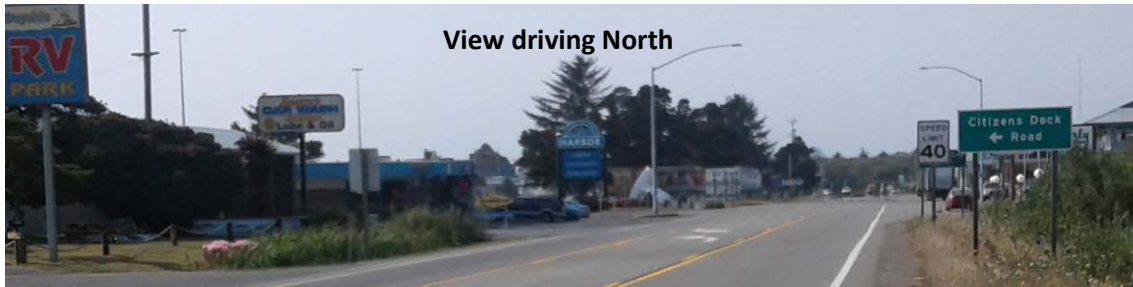
Strategy III: Signage

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.

To date, the CCHD has addressed a number of adaptation strategies and prioritized them in the 2018 LHMP. The proposed actions listed in Table 2 pertain to the inventoried natural and built resources and facilities in the CCHD that are exposed and vulnerable to SLR. These priority strategies will be addressed by the District as funding and resources allow.

**Table 2: Adaptation Strategies for Critical Facilities within the CCHD**

<b>Adaptation Strategy</b>	<b>Priority</b>	<b>Timeline</b>	<b>Status</b>
Develop Sea-Level Rise Mitigation Plans and Structure Elevation program.	High	Short-term	Pending
Repair areas of seawall where armor-stone has slipped into harbor compromising the integrity of the wall.	High	Short-term	Pending
Replace and elevate steel seawall that supports Citizens Dock, the CCHD Office, the Public Hoist and the Seafood freezers.	High	Long-term	Pending
Replace damaged fender piles and support piles on CCHD piers: Citizens Dock; Alber Seafood Dock; Wild Planet Dock; Pacific Seafood Dock; Travelift Dock; Fashion Blacksmith dock; Public Hoist Dock.	High	Short-term	In Process
Evaluate littoral drift and beach nourishment options to maintain South Beach.	Medium	Medium-term	Pending
Develop and implement a program to capture perishable data after significant events to support future mitigations efforts including the implementation and maintenance of the hazard mitigation plan.	Medium	Short-term	Unknown
Develop debris management plan.	Medium	Short-term	Unknown
Where appropriate, support retro-fitting, purchase or relocation of structures located in high hazard areas, prioritizing those structures that have experienced repetitive losses and/or are located in high or medium ranked hazard.	Medium	Short-term	Unknown
Structural Retrofitting of Existing Buildings.	Medium	Long-term	Unknown
Nonstructural retrofitting of Existing Buildings and Facilities.	Medium	Short-term	Unknown
Green Infrastructure, Solar and Wind Power Alternatives: Develop alternative sources of energy to get CCHD functioning quickly after a disaster without having to wait for county-wide power grid to become operational after a natural disaster.	Medium	Long-term	In Process
Replace and elevate Travelift Dock.	Medium	Medium-term	Pending
Repair, retrofit Concrete Seawall and Supports from Old Launch ramp to Crab Shack.	Medium	Long-term	Pending
Repair, retrofit elevate Sea wall structure from Crab Shack to USCG facility.	Medium	Long-term	Pending
Repair, retrofit elevate seawall along Ocean side of Anchor Way.	Medium	Long-term	Pending
Repair, elevate Whaler Island Groin Seawall.	Medium	Long-term	Pending
In case of power utility disruption, purchase generators for critical facilities and infrastructure that lack adequate back-up power including Harbor Maintenance Shop, Harbor Office, Harbor owned/operated Redwood RV Park.	Medium	Short-term	Unknown