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IMPERIAL COUNTY
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
2016 – 2017 ANNUAL UPDATE

EFFECTIVE 2016-2017



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Strategy Committee

Mark Baza	Executive Director	Imperial County Transportation Commission
Virginia Mendoza	Regional Transportation Planner	Imperial County Transportation Commission
Mario Conde	Chief Executive Officer	Rook Public Relations
Diane Cason	Vice President Real Estate Assets/Community Relations	CalEnergy
Robert Rubio	Co-Owner/Consultant	Imperial Printers
Mark T. Gran	Assets/Community Relations	Strictly Business Consulting
Randy Taylor	Vice President Imperial Valley Market Manager	Rabobank
Jose M. Lopez	Executive Director	Campesinos Unidos, Inc.
Miguel Figueroa	Director	Imperial County Workforce Development
Carlos Lopez	Business Services Supervisor	Imperial County Workforce Development
Othon Mora	Building Official	City of Imperial
George Galvan	Project Manager	The Holt Group, Inc.
Efrain Silva	Instructional Dean of Economic & Workforce Development	Imperial Valley College

OEDC Coordinating Staff

Esperanza C. Warren	Manager	Imperial Community & Economic Development
David Hernandez	Coordinator I	Imperial Community & Economic Development

Other Contributors

Rosa Maria Gonzales	Supervisor, Marketing and Economic Development	Imperial Irrigation District
Edwin P. Obergfell	Superintendent	Imperial Valley Regional Occupational Program
Robin Hodgkin	Deputy Director	Imperial County Public Health Department
Bob Douthitt	Manager	Imperial Valley Resource Management Agency
James Minnick	Director	Imperial County Planning & Development Services

This publication was prepared by the Imperial County Comprehensive Economic Development Strategy Committee pursuant to the requirements of the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the Imperial County Comprehensive Economic Development Strategy Committee and do not necessarily reflect the views of the Economic Development Administration.

Imperial County Community & Economic Development Department
940 W. Main Street, Suite 203
El Centro, CA 92243
442.265.1100



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Section 1. Background

1-1 Introduction

Imperial County, located near the major metropolitan areas of San Diego, Los Angeles, Phoenix and Mexicali, Baja California, Mexico, has emerged as one of the world's leading agriculture and renewable energy production and export regions.

Rich in natural beauty and local history, Imperial Valley pioneers from the Midwest settled in the Imperial Valley with a quest to create a new life in the desert. Transporting Colorado River water through the newly constructed All-American Canal opened the door for agricultural success. The precious water resource, combined with 360 days of relentless annual sunshine and a mild winter climate, transformed the desert into a rich, year-round producer of food and forage for the world. Today, Imperial County sees economic growth through foreign investment, retail, industry, and a boom of renewable energy projects.

Imperial County's economy is based on agriculture and the cross-border family and trade relationships with neighboring Mexico; however, its abundant and diverse renewable energy resources offer an opportunity for the region to diversify and strengthen its economy and reduce its skyrocketing unemployment rate, which is among the highest in the nation.

According to the U.S. Bureau of Transportation Statistics, in 2014 there were a total of 18.6 million people traveling northbound into Imperial County through the Calexico West/Mexicali I Port of Entry and Calexico East/Mexicali II POE. Based on the above, the Calexico West POE had 32,300 average daily northbound person crossings and the Calexico East POE had 18,800 daily border crossers, for a total of 51,100 Calexico/Mexicali daily border crossers. In 2015, the average number of Calexico/Mexicali daily border crossers increased to 52,357.

The County of Imperial hired Michael Baker International and Crossborder Group to administer a travel behavior survey of cross-border travelers from the city of Mexicali to Imperial Valley. The survey showed the top four purchases targeted by these cross-border shoppers, in order of demand, were clothing, food, footwear, and electronics. Roughly 17 percent of respondents spend an average of over \$100 per week on groceries and retail items in the Imperial Valley. Nearly 60 percent of all respondents cross the border at least once a week and also spend \$50 or

less each week at retail stores in the Imperial Valley. Those crossing the border on a weekend planned on spending more during that visit than those crossing on a weekday. Those who spent over \$100 per week on retail items in Imperial Valley, and especially those who spent over \$200, brought electronics and toys more frequently than moderate or minimal spenders did. Those who spent over \$200 bought clothing, food, footwear, and gasoline less frequently than all other respondents.

Survey respondents spend an average of \$63 on groceries and \$77 on retail items (for a combined \$140) per week in the Imperial Valley, which equals \$3,276 on groceries and \$4,404 on retail items for a combined \$7,820 per person a year. If the survey sample is representative of typical Calexico/Mexicali border crossers in personal vehicles and on foot, then annually this group accounts for a total of approximately \$380 million in spending on retail items and groceries.

In 2005, the Imperial Valley Mall opened, attracting a high volume of shoppers from surrounding areas, including cross-border consumers from Mexicali that greatly contribute to the county's retail sales. In 2013, the Imperial Valley premiered the first phase of Gran Plaza Outlets in the border city of Calexico. Its strong opening showcased the vigorous purchasing power of Mexicali shoppers allowing designer outlets, such as Michael Kors, DKNY, Old Navy and GAP to experience their best ever opening and Black Friday sales in the nation, according to Gran Plaza representatives.

Receipts from general consumer goods were boosted, in part, by the addition of the new outlets in the women's, men's and family apparel categories. Shoe, family and women's apparel all had over 100 percent sales gain in the second quarter, according to HDL Companies, Third Quarter Receipts for Second Quarter Sales (April-June 2014).

Phase 2 of the Gran Plaza development will consist of approximately 1,069,400 square feet of floor area within approximately 25 enclosed buildings and will be constructed in two phases. There will be a total of 22 tenant spaces in the two phases (Phase 2A and Phase 2B). The first phase (Phase 2A) would consist of approximately 277,000 square feet of floor area and would be located within the eastern portion of the project site. The second phase (Phase 2B) will consist

of approximately 16 buildings with a total floor area of 792,400 square feet. The first stores confirmed for this new phase are: Burlington Coat Factory, Ross, Forever 21, Payless Shoes, Ashley Home Furniture, Party City, Stein Mart and TJ Maxx.

Imperial Valley had a historic day on November 12, 2015, as the U.S. General Services Administration (GSA) and U.S. Customs and Border Protection (CBP) hosted a groundbreaking ceremony to commemorate the start of Phase 1 of the Calexico West Land Port of Entry modernization and expansion project. The Calexico West Land Port of Entry is the third busiest land port in California, with 4 million northbound vehicles and 4.5 million pedestrian crossings each year. The current facility's physical infrastructure, built in 1974, is undersized relative to existing traffic loads.

To increase vehicle and pedestrian capacity and support the U. S. Department of Homeland Security's ability to conduct its rapidly changing mission, GSA is reconfiguring and expanding the existing port. The project involves the creation of new pedestrian and privately owned vehicle (POV) inspection facilities and expansion of the port on the site of the former commercial inspection facility, whose operations moved to Calexico East in 1996. Primarily, POV inspection facilities include 16 northbound lanes and five southbound lanes.

The project will be constructed in two phases: Phase 1 will consist of five southbound lanes POV lanes and a southbound bridge over the New River, 10 northbound POV inspection lanes with primary and secondary inspection canopies, booths and inspection equipment, a new head house and site work to accommodate those facilities on the sloping side. Phase 2 will include additional site work, demolition of the existing port building, a new pedestrian processing facility, administrative offices, five southbound POV inspection lanes with canopies and booths, and six additional northbound POV inspection lanes.

Once complete, the project will provide the port with adequate operational space, reduced traffic congestion, and a safe environment for port employees and visitors.

The County of Imperial of the 21st century strives to be the nation's leader in renewable energy and is a renowned "hot bed" for renewable energy projects, involving solar, geothermal and wind energy. Its emergence as a renewable energy source was originally driven by California's mandate to deliver 33 percent of its electricity from renewable sources by 2020 as established in

2002 under Senate Bill 1078 (Sher). Recently escalated to 50 percent by 2030 via SB 350 (De Leon), California's Renewables Portfolio Standard will broaden interest in renewable energy development and investment in the region.

In the last five years, developers installed solar panels on more than 9,000 acres of Imperial County's land and built wind turbines on more than 12,000 acres of land. Imperial County is the second largest geothermal energy producer in the nation, generating approximately 500 MW with plenty of room for expansion with the availability of 2,000 MW of additional resources.

The county has seen significant interest in renewable energy development and completed an amendment to its General Plan in 2015 to support projects that use geothermal, wind, biofuels and biomass resources. The county's Revised Renewable Energy Resources Ordinance is used to implement a Renewable Energy Overlay Zone in the Renewable Energy and Transmission Element of its General Plan. The element integrates county, state and federal regulations that govern renewable energy development.

[Insert Energy Overlay Map Here]

Imperial County is one of seven counties that is working with state and federal agencies on the development of the Desert Renewable Energy Conservation Plan, a major component of California's renewable energy planning efforts. The DRECP is a landscape-scale, multi-agency planning effort for 22.5 million acres of California's desert. It will help conserve the desert's ecosystem while facilitating the appropriate development of renewable energy projects.

Imperial Valley's renewable energy economic potential is boundless. The Valley's excellent renewable resources, its proximity to large population centers on the coast, inexpensive large tracts of otherwise unusable desert land and the availability of a large workforce are key factors for driving future economic development in the region. The Imperial Valley encompasses nearly 500,000 acres of some of the world's most productive farmland and possesses the largest single water right on the Colorado River. Its abundant agricultural resources, combined with a year-round growing season, make this area prime for biofuel production, as well.

1-2 Location

Imperial County covers 2.94 million acres of rural desert and farmland, and forms the southeast corner of California. Imperial Valley is surrounded by Riverside County to the north, San Diego County to the west, Arizona to the east and Mexico to the south. The eastern border of Imperial County is marked by the Colorado River. Imperial is the ninth largest county in California, covering an area of 4,597 square miles. The city of Calipatria, located in the northern portion of the Imperial Valley, has an elevation of 180 feet below sea level, the lowest of any city in the Western Hemisphere.

In 2011, the county's population was estimated at 174,528. More than three-fifths of this population lives in the cities of El Centro, Calexico, and Brawley. The county's proximity to the city of Mexicali, capital of the Mexican state of Baja California, will continue to provide an economic advantage. Mexicali, a metropolitan area with a population of approximately 996,826, is an education hub with many post-secondary educational opportunities and universities. The city is also known for its wide range of medical services offered and enjoyed by Mexican and American citizens, alike. In addition, Mexicali hosts hundreds of factories, or *maquiladoras*, across a multitude of industries, including aerospace.

Three-quarters of the county topography is desert land, made of sand and rugged mountains, with an average annual rainfall of less than 3 inches. Nevertheless, Imperial County is one of California's major agricultural producers. The farming area in the Imperial County encompasses an 830-square-mile area that extends from the U.S.-Mexico border north to the Salton Sea, and is served by an extensive irrigation system, which is supplied from the Colorado River through the All-American Canal.

The table below provides the population estimates from 2010 census counts.

Table 1 ■ Imperial County Population			
CITIES	2009 POPULATION	2010 POPULATION	2009 TO 2010 % CHANGE
Brawley	27,743	25,075	-9.62%
Calexico	40,075	39,216	-2.14%
Calipatria	8,233	5,007	-39.18%
El Centro	45,365	44,213	-2.54%
Holtville	6,641	6,755	1.72%
Imperial	13,374	18,090	35.26%
Westmorland	2,416	2,640	9.27%
Unincorporated	23,037	33,532	45.56%
Total	166,884	174,528	4.53%
Source: U.S. Census Bureau, 2010 Demographic Profile			

Section 2. Overall Economic Development Commission

2-1 Overall Economic Development Commission (OEDC)

The U.S. Department of Commerce Economic Development Administration (EDA) makes annual grant awards to eligible recipients to help support economic development initiatives of an area. To compete for these funds, an approved Comprehensive Economic Development Strategy (CEDS) must be prepared, maintained and formally submitted to EDA. The purpose of this document is to satisfy this requirement and maintain the eligibility for the county, cities, special districts, and nonprofit organizations to apply for and receive EDA grant assistance.

The federal government designated the County of Imperial as the Economic Development District for the entire county. In 1965, the Imperial County Board of Supervisors established the Overall Economic Development Commission (OEDC) to develop its Comprehensive Economic Development Strategy (CEDS). Agencies seeking funding from the Economic Development



Administration are advised to present their projects for inclusion in the CEDS to the OEDC at regularly scheduled meetings. A Comprehensive Economic Development Strategy is the result of a local planning process designed to guide the economic growth of an area. The terms “area,” “region” and “community” are often used interchangeably to refer to an appropriate political, economic, geographic, or environmental entity for addressing economic development. The CEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. A CEDS is required to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment,

and most planning programs. It is also a prerequisite for designation by EDA as an Economic Development District (EDD). The CEDS must be the result of widespread community participation, containing the following:

- an analysis of economic and community development issues and opportunities including incorporation of any relevant materials or suggestions from other government sponsored or supported plans;
- background and history of the economic development situation of the area covered, with a discussion of the economy, including as appropriate, geography, population, labor force, resources, and the environment;
- a discussion of community participation in the planning efforts;
- a section that sets forth goals and objectives for taking advantage of the opportunities;
- strategies for solving the economic development problems of the area serviced;
- a plan of action, including suggested projects to implement objectives and goals set forth in the strategy; and
- performance measurements that will be used to evaluate whether and to what extent goals and objectives have been or are being met.

The Imperial County Board of Supervisors established the OEDC as the acting agency for economic and community development to continue the operations, which include initiating new activities and building economic development within the area.

The membership shall reflect representation from local government (county, city and district), business, industry, finance, agriculture, tourism, organized labor, utilities, public health, education, racial or ethnic minorities and the underemployed or unemployed. In accordance with EDA regulations, membership will be increased as needed to meet the 51 percent private sector for-profit membership. The Commission meets quarterly, or as needed, and is open to the public.

The OEDC through the CEDS Committee is the principal coordinator of the economic development planning process. The Commission is responsible for developing and implementing strategies, programs and projects that encourage new industry development,

business expansions and recruitment in Imperial County. Imperial County Community and Economic Development Department (ICCED), as the lead agency, coordinates the OEDC meetings, maintains all recordkeeping functions and submits the CEDS document.

2-2 Organization and Management

In accordance with the requirements of the Public Works and Economic Development Act of 1965, as amended, the County of Imperial established the Overall Economic Development Commission to formulate an Economic Development program consistent with the county's agrarian economy. In compliance with the Economic Development Commission bylaws, the 18 members that make up the OEDC are appointed in the following manner:

- One (1) member nominated and appointed by each of the five (5) members of the Imperial County Board of Supervisors.
- One (1) member appointed by each of the seven (7) incorporated cities in Imperial County.
- Five (5) members appointed by members of the leading minority groups or organizations of the area. One (1) appointment to be representative of the Quechan Indian Tribe. If minority appointments are not filled by the leading minority groups or organizations of the areas, appointments are to be made by the Imperial County Board of Supervisors.
- One (1) member appointed by the County of Imperial.

The Commission is well represented from a geographical standpoint and includes the major economic segments of Imperial County. The OEDC Executive Committee includes the Chairperson, Vice-Chairperson and Secretary, who each serve for a period of one year. The Chairperson has the authority to appoint other committees and subcommittees, which are deemed necessary to accomplish the purposes, tasks and responsibilities of the OEDC.

2-3 Minority Representation of the OEDC Commission

The following information is to provide data to determine compliance with EDA Directive 7.06 on minority representation on OEDC Committees. The aspects of compliance are as follows:

1. Every effort shall be made to have minority representation, on the OEDC Commission, in proportion to the population of the county.
2. Minority representation should be selected by representatives of the leading minority groups or organizations of the area.

2-4 Overall Economic Development Commission Membership

The overall Imperial County Overall Economic Development Commission for 2016-2017 is as follows:

OEDC VOTING MEMBERS		
<i>CITY REPRESENTATIVES</i>	<i>PRIMARY</i>	<i>ALTERNATE</i>
CITY OF BRAWLEY 383 Main St. Brawley, CA 92227 T:(760) 427-2940 F:(760) 351-3088	Sam Couchman Mayor	George Nava City Council Member
CITY OF CALEXICO 608 Heber Ave. Calexico, CA 92231 T:(760) 768-2177 F:(760) 357-3831	Armando Villa CITY MANAGER	Rosalind Guerrero ECONOMIC DEVELOPMENT DIRECTOR
CITY OF CALIPATRIA 125 N. Park Ave. Calipatria, CA 92233 T:(760) 348-4141 F:(760) 348-7035	Romualdo Medina CITY MANAGER	Mindy Hernandez ADMINISTRATIVE ASSISTANT
CITY OF EL CENTRO (SECRETARY) 1249 W. Main St., El Centro, CA 92243 T:(760) 337-4543 F:(760) 352-4867	Marcela Piedra COMMUNITY SERVICES DIRECTOR	
CITY OF HOLTVILLE 121 W. Fifth St. Holtville, CA 92250 T:(760) 356-4685 F:(760) 356-4574	Nick Wells CITY MANAGER	
CITY OF IMPERIAL (CHAIR) 420 S. Imperial Ave. Imperial, CA 92251 T:(760) 355-4373 F:(760) 355-4314	Stefan T. Chatwin CITY MANAGER	
CITY OF WESTMORLAND 355 S. Center St. Westmorland, CA 92281 T:(760) 344-3411 F:(760) 344-5307	Sally Traylor CITY CLERK	
COUNTY OF IMPERIAL 940 W. Main St. El Centro, CA 92243 T:(442) 265-1101	Ralph Cordova, Jr. COUNTY EXECUTIVE OFFICER	Andy Horne DEPUTY CEO

BOARD OF SUPERVISORS APPOINTEES		
	<i>PRIMARY</i>	<i>ALTERNATE</i>
DISTRICT 1	Yolanda Cordero CUSTOMER SERVICE REPRESENTATIVE <i>NEW YORK LIFE INSURANCE COMPANY</i>	
DISTRICT 2	Eusebio Arballo PUBLIC AFFAIRS SPECIALIST <i>SAN DIEGO GAS AND ELECTRIC</i>	
DISTRICT 3	Mark Gran PRESIDENT <i>STRICTLY BUSINESS CONSULTING</i>	
DISTRICT 4	Tim Kelley CHIEF EXECUTIVE OFFICER <i>I.V. ECONOMIC DEVELOPMENT CORPORATION.</i>	Sean Wilcock <i>I.V. ECONOMIC DEVELOPMENT CORPORATION</i>
DISTRICT 5		
MINORITY APPOINTMENTS		
	<i>PRIMARY</i>	<i>ALTERNATE</i>
CAMPESINOS UNIDOS, INC. <i>(VICE-CHAIR)</i> 1535 Main St. Brawley, CA 92227 T:(760) 370-5100 F:(760) 344-0322	Jose M. Lopez EXECUTIVE DIRECTOR	Dora Rodriguez SOCIAL SERVICES DIRECTOR
NEIGHBORHOOD HOUSE OF CALEXICO 506 E. Fourth St. Calexico, CA 92231 T:(760) 357-6875 F:(760) 357-2248	Ricardo Ortega PROGRAM DIRECTOR	Cynthia Briseño OPERATIONS MANAGER
CLINICAS DE SALUD DEL PUEBLO, INC. 1166 K St. Brawley, CA 92227 T:(760) 344-9951	Yvonne Bell CHIEF EXECUTIVE OFFICER	Sara Sanders DIRECTOR OF RESOURCE DEVELOPMENT
SMALL BUSINESS DEVELOPMENT CENTER 301-B N. Imperial Ave. El Centro, CA 92243 T:(760) 312-9800 F:(760) 312-9838	Sean Wilcock DIRECTOR	

OEDC COMMUNITY MEMBERS

(non-voting)

	PRIMARY	ALTERNATE
EMPLOYMENT DEVELOPMENT DEPARTMENT 1550 W. Main St. El Centro, CA 92243 T:(760) 339-2712	Dania Luna EL CENTRO OFFICE MANAGER	
HEBER PUBLIC UTILITY DISTRICT 1078 Dogwood Rd., Ste. #103 Heber, CA 92249 T:(760) 482-2400 F:(760) 353-9951	Laura Fischer GENERAL MANAGER	Graciela Lopez FINANCE MANAGER
I.C. DEPT. OF SOCIAL SERVICES 2695 S. Fourth St. El Centro, CA 92243 T:(760) 353-9858 F:(760) 336-4051	Araceli Lopez PROGRAM MANAGER	Enrique Nunez STAFF SERVICES ANALYST
I.C. WORKFORCE DEVELOPMENT BOARD 2799 S. 4th Street El Centro, CA 92243 T:(760) 337-5507 F:(760) 337-5005	Miguel Figueroa DIRECTOR	Carlos Lopez Business Services Supervisor
I.C. PLANNING AND DEVELOPMENT SERVICES 801 W. Main St. El Centro, CA 92243 T:(442) 265-1736 F:(760) 353-8338	James Minnick PLANNING AND DEVELOPMENT SERVICES DIRECTOR	Michael Abraham ASSISTANT PLANNING AND DEVELOPMENT SERVICES DIRECTOR
I.C. TRANSPORTATION COMMISSION 1405 N. Imperial Ave., Ste. #1 El Centro, CA 92243 T: (760) 592-4494	Mark Baza EXECUTIVE DIRECTOR	Virginia Mendoza REGIONAL TRANSPORTATION PLANNER
IMPERIAL IRRIGATION DISTRICT 333 E. Barioni Blvd. Imperial, CA 92251 T:(760) 398-5812 F:(760) 398-5848	Rosa Maria Gonzales COMMUNITY & BUSINESS LIAISON	
IMPERIAL VALLEY COLLEGE 380 E. Aten Rd. Imperial, CA 92251 T:(760) 355-6249 F:(760) 355-6172	Efrain Silva DEAN OF ECONOMIC AND WORKFORCE DEVELOPMENT	

I.V. JOINT CHAMBERS OF COMMERCE 1095 S. Fourth St. El Centro, CA 92243 T:(760) 352-3581 F (760) 352-3246	Les Smith CHAIRMAN	
I.V. HOUSING AUTHORITY 1401 D St. Brawley, CA 92227 T:(760) 351-7000 F:(760) 344-9712	Bill McNees DIRECTOR OF ASSET MANAGEMENT	Andrea D. Roark EXECUTIVE DIRECTOR
I.V. REGIONAL OCCUPATIONAL PROGRAM 687 State St. El Centro, CA 92243 T:(760) 482-2600 F:(760) 482-2751	Edwin P. Obergfell SUPERINTENDENT	
SALTON COMMUNITY SERVICES DISTRICT 2098 Thomas R. Cannell Rd. Salton City, CA 92275 T:(760) 394-4446	Mitch Mansfield GENERAL MANAGER	Tim Roberts FIELD FOREMAN
ROOK PUBLIC RELATIONS 920 Adler Ave. Calexico, CA 92231 T:(760) 562-9549	Mario Conde CHIEF EXECUTIVE OFFICER	
VOLUNTEER CITY OF BRAWLEY 383 Main St. Brawley, CA 92227 T:(760) 427-2940 F:(760) 351-3088	Rosanna Bayon Moore CITY MANAGER	

CEDS COMMITTEE MEMBERS

<i>PUBLIC SECTOR</i>	<i>PRIMARY</i>	<i>ALTERNATE</i>
<i>PUBLIC OFFICIAL</i> CITY OF IMPERIAL 420 S. Imperial Ave. Imperial, CA 92251 T:(760) 355-4373 F:(760) 355-4314	Stefan T. Chatwin CITY MANAGER	Othon Mora Building Official
<i>COMMUNITY LEADER</i> I.C. TRANSPORTATION COMMISSION 1405 N. Imperial Ave., Ste. #1 El Centro, CA 92243 T:(760) 592-4494	Mark Baza Executive Director	Virginia Mendoza REGIONAL TRANSPORTATION PLANNER
<i>WORKFORCE DEVELOPMENT BOARD</i> I.C. WORKFORCE DEVELOPMENT OFFICE 2695 S. Fourth St., Bldg. D El Centro, CA 92243 T:(760) 337-5007 F:(760) 337-5005	Miguel Figueroa DIRECTOR	Carlos Lopez Business Services Supervisors
<i>INSTITUTION OF HIGHER EDUCATION</i> IMPERIAL VALLEY COLLEGE 380 E. Aten Rd. Imperial, CA 92251 T:(760) 355-6249	Efrain Silva DEAN OF ECONOMIC AND WORKFORCE DEVELOPMENT	
<i>MINORITY/LABOR GROUP</i> CAMPESINOS UNIDOS, INC. 1535 Main St. Brawley, CA 92227 T:(760) 370-5100 F:(760) 344-0322	Jose M. Lopez EXECUTIVE DIRECTOR	Guadalupe Ponce SOCIAL SERVICES DIRECTOR
<i>PRIVATE SECTOR</i>	<i>PRIMARY</i>	<i>ALTERNATE</i>
CALENERGY 7030 Gentry Rd. Calipatria, CA 92233 T:(760) 348-4095	Diane Cason VICE PRESIDENT REAL ESTATE ASSETS & COMMUNITY RELATIONS	
RABOBANK 1448 W. Main St. El Centro, CA 92243 T:(760) 337-3228 F:(760) 337-3231	Randy Taylor VICE PRESIDENT MARKET MANAGER	
ROOK PUBLIC RELATIONS 920 Adler Ave. Calexico, CA 92231 T:(760) 562-9549	Mario Conde CHIEF EXECUTIVE OFFICER	
IMPERIAL PRINTERS 430 W. Main St. El Centro, CA 92243 T:(760) 352-1300	Robert Rubio Co-Owner/Printing Consultant	

THE HOLT GROUP, INC. 1601 N. Imperial Ave. El Centro, CA 92243 T: (760) 337-3883			George Galvan Project Manager	
STRICTLY BUSINESS CONSULTING 690 Broadway St., Suite 1 El Centro, CA 92243 T:(760) 457-7616 C:(760) 455-9334			Mark Gran PRESIDENT	
<i>VOLUNTEER</i>			<i>PRIMARY</i>	<i>ALTERNATE</i>
SMALL BUSINESS DEVELOPMENT CENTER 301-B N. Imperial Ave. El Centro, CA 92243 T:(760) 312-9800 F:(760) 312-9838			Sean Wilcock DIRECTOR	
I.V. ECONOMIC DEVELOPMENT CORPORATION 1405 N. Imperial Ave, El Centro, CA 92243 T:(760) 353-8332 F:(760) 353-9149			Tim Kelley CHIEF EXECUTIVE OFFICER	Sean Wilcock Vice President
IMPERIAL IRRIGATION DISTRICT 81-600 Avenue 58 La Quinta, CA 92253 T:(760) 398-5812			Rosa Maria Gonzales COMMUNITY & BUSINESS LIAISON	
SO. CALIFORNIA ASSOCIATION OF GOVERNMENTS 1405 N. IMPERIAL AVE., SUITE 1 EL CENTRO, CA. 92243 T: (213)236-1967			David Salgado Regional Affairs Officer	

OEDC AND CEDS COORDINATING STAFF			
	<i>PRIMARY</i>	<i>ALTERNATE</i>	
I.C. COMMUNITY AND ECONOMIC DEVELOPMENT 940 W. Main St., Ste. #203 El Centro, CA 92243 T:(442) 265-1100	Esperanza Colio Warren DEPARTMENT MANAGER	David Hernandez ECONOMIC DEVELOPMENT COORDINATOR	

2-5 Method by which minority representation selected

Pursuant to the OEDC's Bylaws and EDA's regulations, minority groups in Imperial County are provided the opportunity to select their own representative to the Commission. The following minority organizations are periodically notified for appointments to the Overall Economic Development Commission (OEDC):

- Neighborhood House of Calexico
- Campesinos Unidos, Inc.
- Clinicas de Salud del Pueblo, Inc.
- Small Business Development Center

Should the minority organizations not choose to appoint a representative to the Commission, the OEDC's Bylaws provide for the Board of Supervisors to appoint a minority representative to fill the vacancy.

Section 3. Population Demographics

3-1 Demographics

According to the U.S. Census Bureau, the 2016 population of California was estimated to be 39,250,017 and 180,883 for Imperial County.

In 2015, the average household in the county consisted of four or more people with 77 percent of households being families, mirroring the statewide percentage. A reported 44 percent of Imperial County households were headed by a female with no husband present and with incomes below the poverty level, compared to 30.9 percent nationally and 30 percent statewide. Twenty-one percent of all families in Imperial County reported income below the poverty level, compared to 16 percent statewide, and 12 percent nationally.

3-2 Employment

The number of jobs in Imperial County industries is projected to grow at a rate of 14.9 percent over a 10-year period (2014-2024). According to the Employment Development Department Labor Market Information Division, the total number of projected job growth is 10,800 new jobs from industry growth and 16,000 job openings from replacement needs for a combined total of 26,800 job openings.

Total nonfarm employment is projected to reach 78,500, nearly 8,700 additional jobs by 2024 with 74 percent of all projected nonfarm job growth concentrated in three industry sectors.

- Educational services, health care, and social assistance is projected to be the fastest growing industry over the 10-year period at a 26.7 percent growth rate, adding 2,300 jobs.
- Government is expected to add 2,100 jobs, while growing 11.7 percent over the projection period. Local government will lead the way with 1,600 over the 10 years.
- Retail trade is expected to add 1,000 jobs while growing 12.3 percent over the projection period.

It is estimated that nonfarm industries will grow at a rate of 13.8 percent for a total of 6,800 new jobs in this time period. Agriculture (farm) has traditionally been the primary industry in the county and is expected to grow at a rate of 4.9 percent. Actual industry projections are listed below.

Growth by Industry Sector

- Educational Services, Health Care and Social Assistance: 2,300 jobs
- Government: 1,500 jobs

- Retail Trade: 1,200 jobs
- Professional and Business Services: 800 jobs
- Leisure and Hospitality: 700 jobs
- Mining, Logging and Construction: 500 jobs
- Wholesale Trade: 300 jobs
- Transportation, Warehousing, and Utilities: 300
- Financial Activities: 200 jobs
- Other Services: 100

According to the Employment Development Department (EDD), the 50 occupations with the most job openings are forecast to generate about 1,400 total job openings annually, which is about 56 percent of all job openings. The top three occupations with the most job openings are farmworkers and laborers; crop, nursery, and greenhouse; and retail salesperson and cashiers. Requiring less than a high school education, these occupations have paid median wages ranging from approximately \$9 to \$10 per hour (now \$15 with California's minimum wage hike). Higher-skilled occupations, requiring a bachelor's degree or higher, include general and operations managers; teachers (elementary, and secondary); compliance officers; and accountants and auditors.

The 44 fastest growing occupations anticipate an annual growth rate of 15 percent or higher. Twenty-nine percent of the fastest growing occupations are either in office and administrative support or sales and related fields. Occupations range from cashiers that require less than high school education and earn \$15 per hour to computer system analysts that require a bachelor's degree and pay median wages of nearly \$39.10 per hour.

Table 3 – Unemployment						
	Imperial County			U.S.		
	Labor Force	Unemployed (UE)	UE Rate	Labor Force	Unemployed (UE)	UE Rate
2015	78,900	18,900	24.0%	146,305,000	9,617,000	6.2%
2016	75,200	15,700	20.9 %	159,640,000	7,500,000	4.7%
Source: California Employment Development Department http://www.labormarketinfo.edd.ca.gov						

Table 4 - Wage and Salary Employees in Agriculture				
	Imperial County		California	
Year	Wage	Salary	Wage	Salary
2011	\$9.27	\$19,275	\$9.47	\$19,693
2012	\$9.61	\$19,988	\$9.39	\$19,551
2013	\$9.31	\$19,388	\$9.26	\$19,259
2014	\$9.32	\$19,399	\$9.33	\$19,409
2015	\$9.40	\$19,570	\$9.33	\$19,409
Source: California Employment Development Department http://www.labormarketinfo.edd.ca.gov				
*Most recent data available				

Seasonal agricultural changes and the associated employment levels of the various occupations reflect changes in the area's overall level of economic activity. Also, differences in the rate of growth or decline among the various industries and changes in the occupational needs within the individual industries in demand for widely used occupations. Only the growth of employment in specific industries will increase the demand for other, less widely used occupations.

For Program Year 2016-2017, the Imperial County Workforce Development Board has funded the following in demand occupational training programs:

- Medical Office Assistant
- Welding
- Retail Operations/Forklift

- Certified Nurse Assistant (CNA)
- Truck Driving Class A
- Security Guard
- Inside Wireman Electrical Apprenticeship
- On-the-Job Training

Funding for these training programs is just below \$1 million. In recent years, the operational budget for the Imperial County Workforce Development Office (ICWDO) has decreased; however, the annual allocation for training funds has not fluctuated and continues to be consistent. These Occupational Training Programs are currently administered through the Imperial County Workforce Development Office and the Imperial County One-Stop Centers.

3-2-1 Business Closure/Dislocation

In May 2014, National Beef ceased operations, dislocating approximately 1,300 people and causing a huge impact to the local economy and workforce. As a result of this event, the Imperial County Workforce Development Office applied for a grant through the Workforce Investment Act Dislocated Worker Additional Assistance Project and was awarded \$825,000. This funding was used to provide pre-vocational services in English as a Second Language (ESL), Vocational English as a Second Language (VESL) and basic computer skills training. Local certified training providers were also offered training in the areas of: Truck Driving, Security Guard, Medical/Clerical, Welding Fabrication, Certified Nursing Assistant, Retail Operations Specialist and Forklift Operator.

Services were provided meeting all the goals as outlined in the grant, which came to an end March 2016.

3-3 Income and Poverty

Economic indicators consistently place Imperial County near the bottom when compared to other communities. According to the 2015 American Community Survey 1-Year Estimates, the average per capita income in Imperial County was \$16,062. In that same period, the per capita income at the national level was \$26,384 as shown in Table 5 below.

Table 5 – 2015- Per Capita Income		
	Imperial County	U.S.
	Total	Total
2015	\$16,062	\$26,384
Source: U.S. Census Bureau, (2011/2010) ACS 1-Year Estimate Avg.		

The county's proportion of the population with an income below the federal poverty level far surpasses the national proportion. According to the American Community Survey 1-Year Estimates, approximately 24.15 percent of the county's population fell below the poverty level, compared to a national average of 15.15 percent (Table 6).

Table 6 - Poverty, 2015- American Community Survey- (2010/2011) 1 Year Estimate Avg.		
	Imperial County	U.S.
Median Household Income	\$41,572	\$50,274
Median Family Income	\$43,234	\$61,032
Population with income below poverty level	24.15%	15.15%
Source: U.S. Census Bureau, 2010 / 2011 American Community Survey 1 year estimates		

In 2015, the median household income in Imperial County averaged \$41,572, well below the national average of \$50,274. The county's median family income averaged \$43,234, compared to the national average of \$61,032.

Source: U.S. Census Bureau, 2011-2015 American Community Survey (ACS) 5-Year Estimate		
City	Unemployment	Per Capita
Calipatria	18.2%	\$ 9,040
Brawley	19.6%	\$ 16,898
Westmorland	14.8%	\$ 11,257
Imperial	13.4%	\$ 25,599
El Centro	15.4%	\$ 18,032
Holtville	16.2%	\$ 16,973
Calexico	19.6%	\$ 13,030
United States	8.3%	\$ 28,930

Source: U.S. Census Bureau, 2011-2015 American Community Survey (ACS) 5-Year Estimate			
United States			
Unemployment		Per Capita	
2014	7%	2014	\$ 28,889
2015	8.3%	2015	\$ 28,930
24-Month Average	7.65%	24-Month Average	\$ 28,909.50
Imperial County			
Unemployment		Per Capita	
2014	18%	2014	\$ 16,266
2015	17.4%	2015	\$ 16,143
24-Month Average	17.7%	24-Month Average	\$ 16,204.50

Source: U.S. Census Bureau, 2011-015 ACS 5-Year Estimates			
Calipatria			
Unemployment		Per Capita	
2014	17%	2014	\$ 10,352
2015	18.2%	2015	9,040
24-Month Average	17.5%	24-Month Average	\$ 9,696

Holtville			
Unemployment		Per Capita	
2013	12%	2014	\$ 14,247
2014	16.2%	2015	16,973
24-Month Average	14.1%	24-Month Average	\$ 15,610

Imperial			
Unemployment		Per Capita	
2014	14%	2014	\$ 24,109
2015	13.4%	2015	25,599
24-Month Average	27.4%	24-Month Average	\$ 24,854

Westmorland			
Unemployment		Per Capita	
2014	15%	2014	\$ 11,257
2015	14.8%	2015	11,257
24-Month Average	14.9%	24-Month Average	\$ 11,257

Source: U.S. Census Bureau, 2011-2015 ACS 5-Year Estimates			
Brawley			
Unemployment		Per Capita	
2014	20%	2014	\$ 17,700
2015	19.6%	2015	\$ 16,898
24-Month Average	%	24-Month Average	\$ 17,299

Calexico			
Unemployment		Per Capita	
2014	21%	2014	\$ 12,960
2015	19.6%	2015	\$ 13,030
24-Month Average	%	24-Month Average	\$ 25990

El Centro			
Unemployment		Per Capita	
2014	17%	2014	\$ 18,463
2015	15.4%	2015	\$ 18,032
24-Month Average	%	24-Month Average	\$ 18247.5

3-4 Health and Safety

Imperial County residents face many challenges in meeting basic health needs. Local demographic and socioeconomic characteristics are indicative of some of the challenges. A higher proportion of Imperial County residents live at or below the Federal Poverty Level compared to other counties in California. During 2010-2014, 23.7 percent of Imperial County residents on average were living at or below poverty, compared to 16.4 percent of the statewide population during the same period¹. Imperial County continues to report the highest concentration of Hispanic/Latino population of all counties in California. Eighty-two percent of Imperial County's population is Hispanic/Latino, compared to 32 percent statewide¹.

Imperial County has a broad spectrum of health care services, but remains underserved. Two public hospitals, city-owned El Centro Regional Medical Center and the Pioneers Memorial Hospital and Healthcare District in Brawley, anchor the health care delivery system. Clinicas de Salud del Pueblo, Inc., is a federally qualified health center with six clinics located throughout the county. Clinicas provides comprehensive primary care services to a large number of residents. Both hospitals also operate rural health clinics in the community. Much of Imperial County is designated as a medically underserved area. The county has a shortage of medical providers, particularly those that provide primary care and mental health services. In 2014, there was one primary care physician for every 4,509 Imperial County residents, compared to one for every 1,280 residents statewide. There is one mental health provider for every 880 county residents, compared to one for every 350 residents in California, overall. Imperial County has one dentist for every 3,050 county residents, compared to one for every 1,250 residents in California, overall².

Access to health care remains elusive for many Imperial County residents. Among the civilian, non-institutionalized population in Imperial County under 65 years of age, 16 percent did not have health insurance coverage, compared to 14 percent in California overall, according to the 2014 U.S. Census Bureau's Small Area Health Insurance Estimates. Imperial County has transitioned to a Medi-Cal Managed Care System and the Affordable Care Act has expanded the number of individuals that now qualify for health insurance coverage. One of the challenges observed is the

existence of residents who are unable to take advantage of the programs due to lack of appropriate documentation.

Clinicas de Salud del Pueblo (Clinicas) is a federally qualified health center with clinics located in Imperial County. Clinicas provides comprehensive primary-care services to a large number of residents. It operates six clinics, three dental centers, three Women, Infant and Children (WIC) Nutrition Education Centers, and six WIC voucher distribution sites. The medical, dental and/or WIC Clinics are located in Brawley, Calexico, El Centro, Niland, Salton City West Shores, and Winterhaven.

The Imperial County Public Health Department provides traditional public health services, including communicable disease identification, control, and surveillance. The clinical and health services section of the department includes services that are provided to the public, such as physicals, health cards, immunizations and travel consultations, while community health initiatives include local efforts to improve the community's long-term health, such as the Imperial County Home Visitation Program and the Communities of Excellence, among others. The department operates the Environmental Health Division that promotes a healthy, safe environment for all members of the community through the regulation of businesses and facilities. The Department offers flu clinics throughout Imperial County in the fall, including the remote areas of Winterhaven and Salton Community Services District. To manage the animal population and the spread of disease through its Animal Care and Control Program, the department staff serves the unincorporated areas of Imperial County, covering more than 4,050 square miles to better protect the human population.

Clinicas and the Imperial County Public Health Department have a long history of collaborating on a number of different public health projects, such as the establishment of Cool Centers during the summer months and year-round influenza surveillance. Most recently, both entities formed part of the Imperial County Community Health Assessment and Community Health Improvement Partnership. The group has developed and adopted a shared vision: "A community that supports and empowers all people to thrive and be healthy." Using a nationally recognized strategic

community planning model, participating stakeholders identified a common set of health priorities, shared goals, and strategies to align resources and collective efforts to effect health improvement.

Additionally, groups continue to exist that are reticent to enroll in programs due to unfamiliarity with the process. Receiving timely prenatal care is believed to result in better pregnancy outcomes, reducing the risk for pre-term delivery and low birth weight babies, in addition to reducing maternal and infant sickness and death, according to the Centers for Disease Control and Prevention (CDC). During 2013-2015, 39 percent of Imperial County pregnant women on average accessed prenatal care during the first trimester of their pregnancy, compared to 83 percent of pregnant women in all of California during the same three-year period³.

Teenage pregnancy and subsequent pregnancy has been identified as a priority issue in Imperial County's Maternal Child and Adolescent Health Five-Year Needs Assessment. Over the past decade, Imperial County has seen a statistically significant trend in the increasing percentage of births to girls and young women between the ages of 12 and 19 years who were already mothers, according to data provided by the Family Health Outcomes Project. Teenage mothers have a higher incidence of premature births and low birth weight babies than mothers aged 20 to 35.

Asthma is a chronic condition that inflames the airways of the lungs and causes recurrent wheezing, coughing, difficulty breathing, and tightness of the chest. Asthma attacks can range from a mild episode to a life-threatening event. An asthma diagnosis can contribute significantly to missed days of school and work, increased visits to the emergency department, and reduced daily activities, according to the California Health Interview Survey (CHIS). In 2011-2012, 8.6 percent of Imperial County residents reported having active asthma, compared to 8.3 percent of all California residents, according to CHIS. Hospitalization rates for asthma in Imperial County remain among the highest in the state, most notably for children. Imperial County's rate of emergency department visits for asthma (79.9 per 10,000 residents) was nearly double that of California, as a whole (49.5).

Imperial County continues to report the highest rate of tuberculosis (TB) in California. Imperial County's tuberculosis incidence rate on average in 2013-2015 was 19.3 cases per 100,000 population. The county's rate is more than three times the statewide TB incidence rate of 5.6 cases per 100,000 population³. The Imperial County Public Health Department's Tuberculosis Control Program pursues reported cases of active tuberculosis disease and their contacts and conducts Directly Observed Therapy (DOT) to ensure compliance and completion of treatment.

Chronic diseases—such as heart disease, stroke, cancer, and diabetes—are the leading causes of death and disability in the United States. A significant proportion of Imperial County's population suffers from one or more chronic diseases. In 2011, 8 percent of adults aged 20 and older reported being diagnosed with diabetes (not related to pregnancy), according to the National Diabetes Surveillance System. Diabetes is the fourth leading cause of death in Imperial County and diabetes death rates in Imperial County (29.7 per 100,000 population) are higher than the statewide (20.6) or national rates (20.8). Nearly 7 percent of county residents reported being diagnosed with heart disease in 2011-2012, compared to 6.3 percent statewide, according to findings of the California Health Interview Survey (CHIS). Several projects have been initiated in Imperial County to target key risk factors for chronic diseases, including reducing tobacco use, improving nutrition, and increasing physical activity to help reduce the high rates of overweight and obesity among children and adults. Obesity is a growing problem that has proven especially difficult to contain. Twenty-six percent of Imperial County adults are obese, compared to 23 percent statewide².

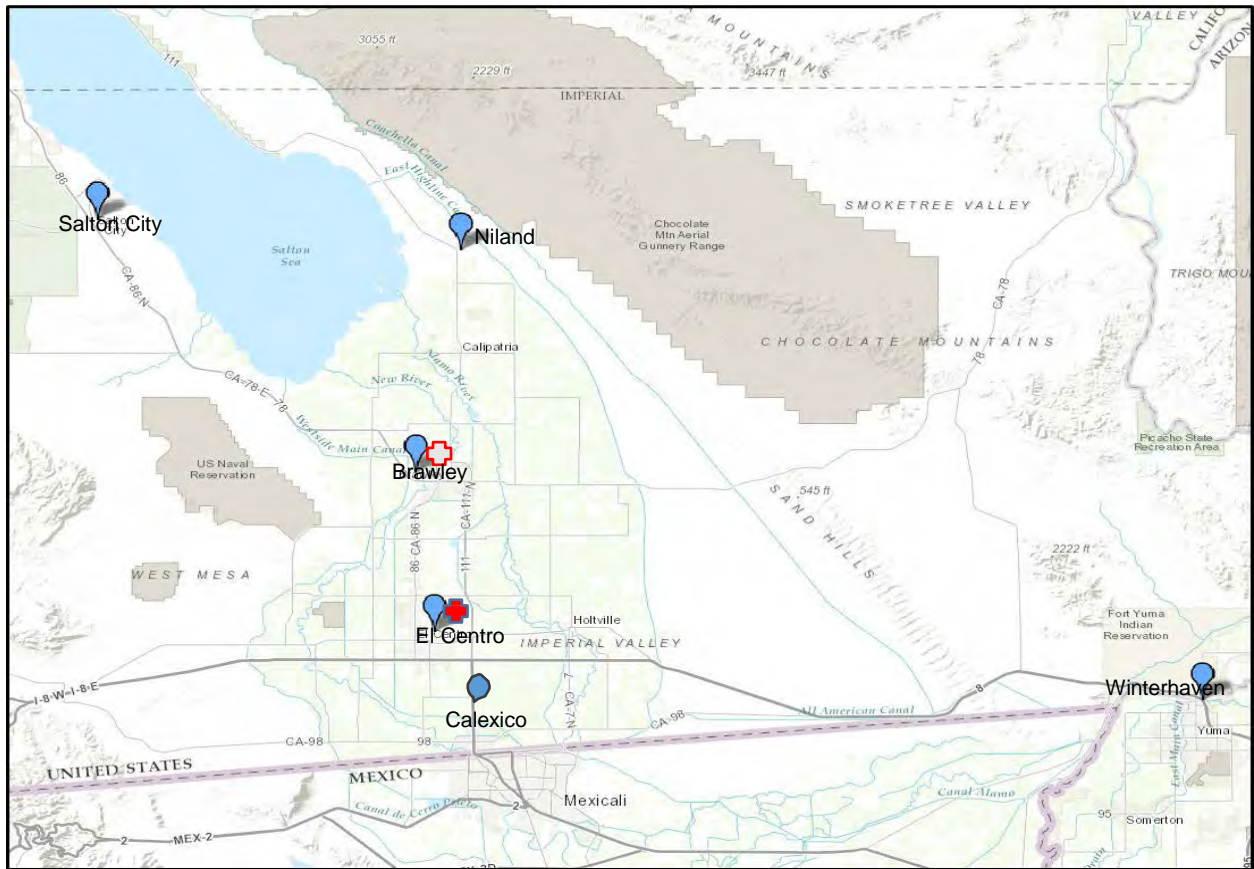
Since the emergence of Rocky Mountain Spotted Fever (RMSF), a tickborne disease, in Mexicali in 2009, the Imperial County Public Health Department has taken steps to detect the presence of the disease in the county and inform the medical community and public about the potential threat of the disease. The Public Health Department received funding from the Border Infectious Disease Surveillance (BIDS) project to conduct a study in 2016 and 2017 to identify antibodies against *rickettsia rickettsii* (the cause of RMSF), ehrlichia cannis, and anaplasma in domestic dogs, determine exposure factors associated with seropositivity, as well as assess the level of human risk for RMSF in Imperial County. Public health staff also dedicated time to educating the community about RMSF prevention as part of the project.

Imperial County has three sentinel sites for influenza-like illness surveillance at Clinicas de Salud del Pueblo's outpatient clinics in Brawley, El Centro, and Calexico. This past influenza season, the Public Health Department expanded surveillance to include a clinic open after-hours and on weekends. At El Centro Regional Medical Center (ECRMC) and Pioneers Memorial Hospital, influenza-like illness is monitored in patients who seek care in the emergency departments, as well as those who are hospitalized as part of the Severe Acute Respiratory Infections (SARI) surveillance system. Epidemiology staff continued efforts to expand the SARI surveillance system with partners in Mexicali, Baja California, to monitor influenza and other respiratory illnesses binationally.

In California, unintentional injuries are the leading cause of death and hospitalization among children under age 16. The Imperial County Public Health Department's Child Safety Seat Program strives to increase child safety seat compliance and reduce the incidence of traffic-related injuries among children in Imperial County. The Child Safety Seat Program staff provides health education on the importance of child restraint systems and offers no-cost car seat inspections by certified car seat technicians. In 2016, the Injury Prevention Program provided child safety seat inspections and education materials to over 400 children. Families reach out to the Department's Child Safety Seat Program due to lack of access to a car seat, expired car seats, or having seats with an unknown history or that were involved in an accident. In addition, low-income families needing a child restraint system were provided with one if the child's safety seat was inadequate or no longer safe for use. In September 2016, the Imperial County Public Health Department partnered with the U.S. Border Patrol, California Highway Patrol, Imperial County Children & Families First Commission, and Burlington Coat Factory to provide child safety information to local families during the Child Safety Awareness Day event. Certified Child Passenger Safety Technicians offered car seat inspections and education at no cost to parents and caregivers. More than 75 families attended the event and more than 100 car seats were inspected.

Imperial County

Location of Medical, Dental and/or WIC Clinics and Hospitals



-  Clinicas De Salud Del Pueblo Dental, Medical, and WIC Clinics
-  Pioneer's Memorial Hospital
-  El Centro Regional Medical Center

3-5 Education

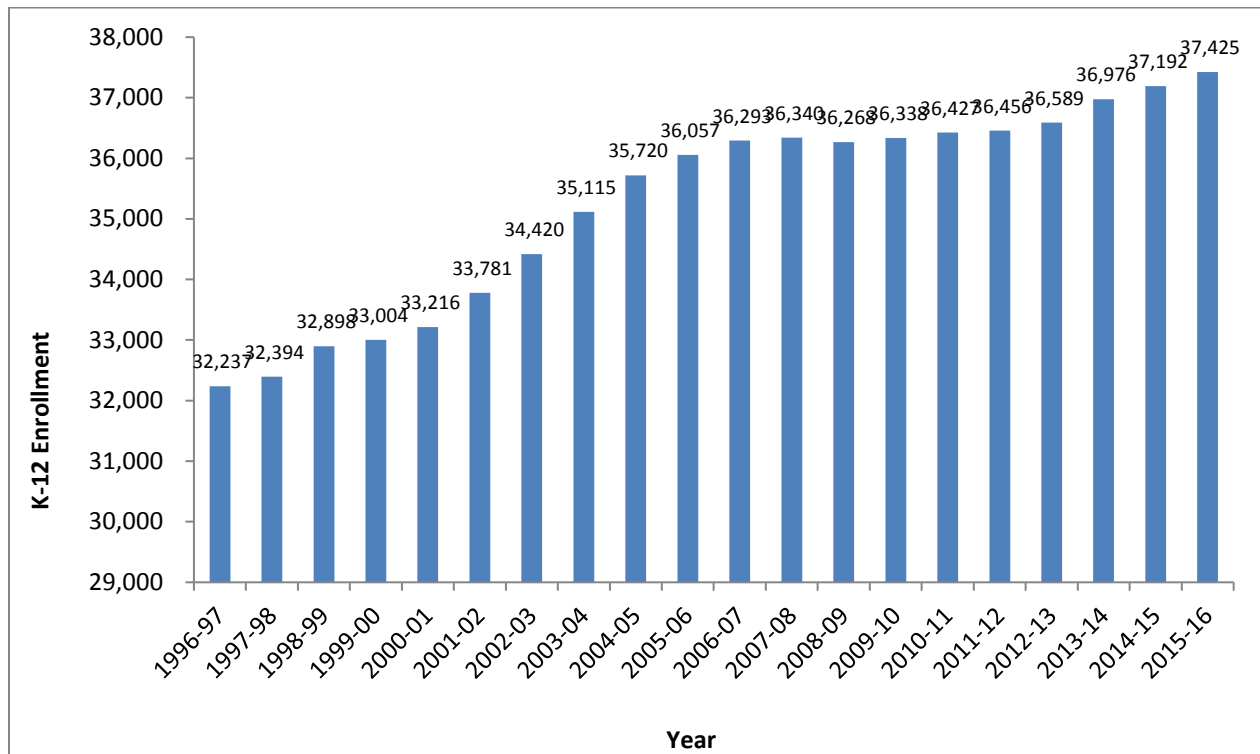
Imperial County leaders have identified the need for an educated workforce as the single most important issue in the economic development of the county. For this reason, it is imperative to take a closer look at the local educational and career technical opportunities available for residents.

Imperial County is served by 16 independent school districts providing services from kindergarten to high school:

- the Imperial County Office of Education (ICOE) providing services through alternative education and special education programs;
- the Imperial Valley Regional Educational Program (IVROP) providing services in Career Technical Education (CTE) programs for youths and adults; and
- the Imperial Valley College (IVC) providing services to adults in a wide array of CTE certificates and associate degrees, as well as transfer programs to four-year colleges and universities.

San Diego State University – Imperial Valley (SDSU-IV), provides lower and upper level courses allowing students to complete selected bachelor's degrees and a master's degree without leaving Imperial County. The University of Phoenix is a private university with a campus in Imperial Valley also offering bachelor's degrees.

3-5-1 Enrollment



The California Department of Education reports the 2015-2016 student enrollments were 37,425 in 16 school districts and the Office of Education in Imperial County. School districts ranged in size from 76 to 9,266 enrolled students. Student enrollment in public schools has increased 3.8 percent in the last 10 years. Imperial County has the highest concentration of Hispanic or Latino students of any county in California at 91.7 percent and the highest concentration of English Learners at 43.8 percent.

3-5-2 New Accountability System and Assessments

Passed in 2013, the Local Control Funding Formula (LCFF) significantly changed how California provides resources to public schools. LCFF also holds districts accountable for improving student performance. The new accountability system focuses on continuous improvement by building on districts' strengths, developing district capacity to meet the needs of various student groups and supporting districts in identifying and improving areas of low performance.

Released in March 2017, the new California School Dashboard includes six state performance indicators and four local indicators. State local indicators include:

- Academic Indicator in LEA and Math (grades 3-8)
- English Learner Progress
- Chronic Absenteeism
- Graduation Rate (9-12)
- Suspension Rate
- College/Career Readiness (grades 9-12)

The Dashboard shows school and district performance levels using the color-coded images below:



To learn more about how Imperial County schools and districts are faring in the new accountability system, please visit www.caschooldashboard.org.

The California High School Exit Examination (CAHSEE), formerly a graduation requirement for students in California public schools, was suspended effective January 1, 2016, due to a change in academic standards. In 2010, California adopted the Common Core State Standards, a set of more rigorous academic standards that emphasize not only subject knowledge, but also the critical thinking, analytical writing, and problem-solving skills students need to be successful in college and career.

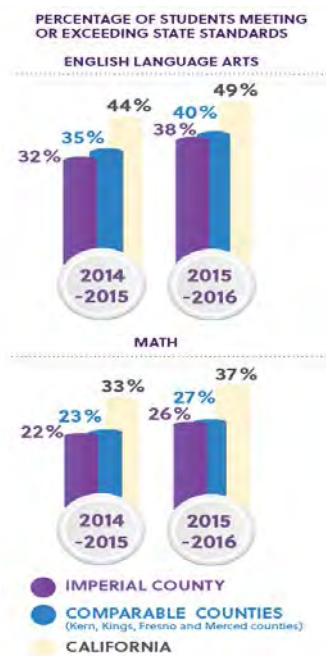
California's new assessment system is part of a comprehensive plan to promote high-quality teaching and learning to improve student outcomes in California. In 2013–14, the California Assessment of Student Performance and Progress (CAASPP) became the new student assessment system in California, replacing the Standardized Testing and Reporting system (STAR).

The CAASPP system includes the computer-based Smarter Balanced Assessment Consortium (SBAC) summative tests that measure student knowledge of California's English language

arts/literacy (ELA) and mathematics standards. The CAASPP system also includes the California Standards Test for Science. The SBAC tests are administered to students statewide in grades 3 through 8 and 11.

Student scores are reported across four performance levels--Standard Exceeded, Standard Met, Standard Nearly Met, and Standard Not Met--for both ELA and mathematics. There has been an increase in the percentage of students meeting or exceeding state standards in ELA and math, but the percentages are still lower than comparable counties, i.e., Kerns, Kings, Fresno, and Merced counties. In the 2015-2016 school year, 38 percent of the student population met or exceeded state standards in ELA compared to 40 percent in comparable counties and 49 percent statewide. Math performance was also low with only 26 percent of students meeting or exceeding standards while comparable counties are at 27 percent and 37 percent statewide.

Summary of Imperial County CAASPP Results:



The Scholastic Aptitude Test (SAT) is an exam required for admission to most universities in the United States. Imperial County students taking the SAT continue to have an achievement gap compared to students statewide. In 2015-2016, about 46.6 percent of high school seniors in the

county took the SAT, compared to 64 percent in California. The results show that most local scores continue to be lower than the average in California in each area of the SAT.

District	Grade 12 Enrollment	Number Tested	Average Score: Evidence-Based Reading and Writing (ERW)	Average Score: Math	Number of ERW Scores at or above 480	Number of Math Scores at or above 530	Both ERW and Math Scores met CCR Benchmarks **	Percent Met Both ERW and Math CCR Benchmarks
Brawley Union High	442	217	507	489	143	63	62	28.57%
Calexico Unified	755	290	504	499	185	112	100	34.48%
Calipatria Unified	77	54	514	487	40	17	17	31.48%
Central Union High	891	447	522	522	317	228	210	46.98%
Holtville Unified	132	77	507	487	48	23	22	28.57%
Imperial County Office of Education	65	0	N/A	N/A	N/A	N/A	N/A	N/A
Imperial Unified	255	149	546	535	117	73	69	46.31%
San Pasqual Valley Unified	57	11	*	*	*	*	*	*
Imperial County	2,674	1,245	516	508	853	518	481	38.63%
Statewide	492,835	315,469	532	528	219,958	151,592	143,741	45.56%

* To protect privacy, asterisks appear in place of test data when the number of exam takers results are for 14 or fewer students.

** The College Board launched a new SAT for the first time in 11 years. The new SAT returned to the 1,600-point scale, with the Math and Reading sections providing a score between 200 and 800. The new SAT also set college-and-career-ready benchmarks. Students that meet the benchmark for both the Math and the Evidence-Based Reading and Writing are deemed college and career ready.

According to the 2011-2015 U.S. Census American Community Survey 5-Year Estimates, 33.7 percent of adults over age 25 have not completed high school in Imperial County, compared to 18.2 percent in California. The California Department of Education reports that in 2014-2015, Imperial County had a cohort dropout rate of 7.7 percent compared to California's 10.7 percent. Imperial County's four-year cohort graduation rate for class of 2014-2015 was at a higher rate at 85 percent

compared to California's 82.3 percent. The four-year cohort graduation rate in Imperial County increased 7 percent in the last five years.

The percentage of graduates meeting UC/CSU entrance requirement was 28.4 percent in Imperial County compared to 43.4 percent in California. The dropout rate decrease in Imperial County could be attributed to the following factors: a) schools targeting at-risk students at an earlier age; b) schools focusing efforts on scoring higher on testing skills; and c) accountability standards established for schools.

3-5-3 Post-Secondary Institutions

Residents of Imperial County have a variety of opportunities for post-secondary education. The three primary institutions of higher education are Imperial Valley College (IVC), San Diego State University Imperial Valley (SDSU-IV), and University of Phoenix. Through the availability of online education, residents can also complete degree programs with a number of online colleges throughout the nation.

Each college/university offers distinct services to accommodate the individual educational needs of county residents. Imperial Valley College offers a wide variety of transfer and career technical programs. San Diego State University offers a variety of degrees for transfer students from Imperial Valley College and first-time freshmen. The Imperial Valley University Partnership (SDSU-IVUP) program allows incoming freshmen to complete a bachelor's degree locally through a partnership between IVC, SDSU-IV, and the Imperial County Office of Education (ICOE). The University of Phoenix is a private university also offering a wide range of educational opportunities for residents. Imperial County residents interested in career technical education can also attend a number of accredited institutions that offer a variety of vocational training programs.



Imperial Valley College

IVC is a two-year community college offering a total of 71 degree programs, including eight transfer majors and 55 certificate programs. Accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges, IVC enrolls approximately 8,000 students each semester. About 80 percent of students are Hispanic and many are first generation college students. Approximately 62 percent of graduating seniors enroll at IVC immediately after graduation. Through its wide-ranging transfer majors, IVC has trained generations of local professionals and technicians. Career technical opportunities at IVC include traditional programs, such as Automotive Technology, Building Construction Technology, and Welding Technology. Imperial Irrigation District's 12 apprenticeship programs are training the new generation of journeymen in electrical trades.

The average age of the full-time students at IVC is 23 and the average age of the part-time students is 27. As of the fall 2010, 88 percent of students were Latino. An average of 42.8 percent of students expressed a desire to transfer to a four-year college after IVC; 14.1 percent of students expressed a wish to pursue technical field career; 10.1 percent seek an AA/AS degree; and 6.6 percent desire to increase their basic skills, General Educational Development (GED), etc. The remaining 26.4 percent did not express any educational goals.

San Diego State University – Imperial Valley (SDSU-IV)

San Diego State University - Imperial Valley (SDSU-IV) is an accredited college of SDSU and operates under the same academic calendar. With locations in Calexico and Brawley, SDSU-IV currently enrolls 900 students in bachelor's and master's degree programs, including a teacher education program, plus a number of certificate and credential programs. SDSU-IV's undergraduate offerings, originally designed for students transferring from community colleges, were recently expanded to include the four-year Imperial Valley University Partnership (IVUP), an innovative educational collaboration between SDSU-IV, Imperial Valley College, and the Imperial County Office of Education. The IVUP offers majors in criminal justice, psychology, liberal studies, public administration, history, and Spanish; and in the years ahead, the plan is to expand enrollment and include new majors in areas, such as nursing, social work, business administration, and sustainability studies. Just six blocks from the Mexican border and Mexicali, a city of more than one million

people, SDSU-IV's Calexico campus provides an ideal location for involvement in a truly bicultural community. A number of collaborative initiatives with Mexican educational partners are currently underway, and others are in the advanced planning stages. SDSU-IV's 200-acre Brawley campus is now being transformed into a nationally recognized Sustainable Energy Center (SEC). SEC achievements to date include a power plant control room simulator for academic and industry training, and the development of renewable energy courses. Several major renewable energy companies have deployed demonstration, proof-of-concept, and research and development projects in Brawley. The SEC positions SDSU-IV at the cutting edge of renewable energy research and development, provides academic and professional education relevant to California's energy future, and contributes directly to the social and economic development of the region.

Imperial Valley Regional Occupational Program (IVROP)

The Imperial Valley Regional Occupational Program (IVROP) has three overarching organizational focus areas: Career Technical Education, Family Development and Stabilization, and Employer Connections. These focus areas are coordinated to support the students and families that IVROP serves.

IVROP provides Career Technical Education (CTE) training programs for youth and adults; services and activities that support youth and student development in the region; developmental assets; employment and career readiness services; industry and employer engagement; and family development/stabilization services that support and strengthen individuals and families. Career and technical education (formerly vocational education) is a term applied to specific specialized career pathway training programs. IVROP is recognized as a Local Educational Agency by the state of California. Originating in 1981, IVROP is the product of a Joint Powers Agreement (JPA) between the seven high school districts in the Imperial Valley and the Imperial County Office of Education. More information about IVROP can be found at: <http://www.ivrop.org/>.

IVROP convenes local industry, employers, business, civic, and education partners to implement a regional approach for CTE, which focuses on preparing all students for college and career success and translates to later success in life. One example of partnership development is through the Regional CTE Advisory Committee meeting that IVROP hosts for school districts. Driven by identified workforce needs, IVROP provides instructors with up-to-date industry expertise and instructional assistance. Students are provided with meaningful career explorations, work

experience, and (through the IVROP Community Foundation) scholarships that support college or university success. IVROP supplements its core CTE services through the use of state and federal funds, which include grant-funded programs that further support the success of students, youth, and young adults. For more information about CTE and IVROP's Educational Services, please visit: <http://www.ivrop.org/educational-services/>.

IVROP distinguishes itself from other state and regional educational entities through a variety of family development/stabilization and student/youth support services and programs for Imperial County residents. The IVROP Family Development and Stabilization Unit looks at the needs, barriers, and risks of an entire family. IVROP has comprehensive and multifaceted services and programs, and linkages to a network of partners that provide support, guidance, and skill development for each member of a familial unit. From career technical education to effective parenting, and many services in between, IVROP's emphasis on family development and stabilization is intended to propel families, individuals, and the entire community forward on pathways of success. For more information about IVROP's Family Stabilization Unit, please visit: <http://www.ivrop.org/adult-services/family-stabilization/>.

IVROP offers integrated "Employer Connections" services throughout all of its programs that support the short- and long-term employment and career goals of the participants served. IVROP works with industry and employers to develop employment training, pathways, and job placement opportunities that lead to in-demand careers that offer family sustaining wages. IVROP has a long history of developing a variety of work-based learning and job placement opportunities through its diverse "employer connections." IVROP infuses its strong job placement and workforce development experience, along with its "employer connections" service model to support youth and adults with a variety of employment placement opportunities.

One of IVROP's most recent efforts to support a "work-ready community" is by certifying students and adults through the National Career Readiness Certificate (NCRC). All CTE students, and students enrolled in the Career Readiness Course, have the opportunity to test for the NCRC. The NCRC gives individuals proof that they possess the skills employers deem essential to workplace success.

IVROP's future efforts include reaching out to employers, with the goal of forging stronger partnerships that result in more employers in the Imperial Valley recognizing the NCRC, and providing students an advantage for employment outcomes when compared to non-certified candidates.

Imperial County Office of Education (ICOE)

The Imperial County Office of Education (ICOE) is the lead entity in providing other local educational agencies with technology support and infrastructure management. ICOE provides and manages the broadband fiber optic network for 34 public agencies in the county. ICOE is also the lead for the K-12 High Speed Network (K12HSN). K12HSN enables educators, students and staff across California to access a reliable high-speed internet, which delivers high quality online resources to support teaching and learning and promote academic achievement. K12HSN facilitates videoconferencing for distance learning throughout the state for K-12 and California State University campuses. The program is also currently engaged in distributing state funding to solve "last mile" connectivity issues for school sites having difficulty obtaining sufficient connection speeds through the Broadband Infrastructure Improvement Grant (BIIG).

University of Phoenix

The University of Phoenix opened its campus in 2004 and is offering 16 undergraduate majors and three graduate degrees. As of summer 2007, University of Phoenix had 188 students enrolled in its local campus.

3-6 Housing

The Imperial Valley population is annually increasing countywide within the individual cities and unincorporated areas, substantiating a need for increased housing. There are a number of potential factors that may support accelerated population growth in the near



future, including the growth of the government job sector and the retail industry and increasing USA/Mexico border crossings.

Imperial County faces a major challenge in providing for the development and maintenance of an adequate supply of affordable housing for the lower-income segment of the population, consisting of single-family homes and multi-family units. Programs funded by the Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP3), HOME, and CalHOME can assist eligible residents by providing grants or loans for affordable housing to residents within the Imperial County.

The county's most urgent housing need is rehabilitation and continued maintenance of the existing housing stock, particularly the units occupied by low- or moderate-income households. Low-income households lack the resources necessary to afford decent, safe, and sanitary housing.

According to the County of Imperial 2014-2021 Housing Element prepared by Pacific Municipal Consultants, 48.9 percent of housing units in county unincorporated areas were identified as needing minor repair, needing a moderate level of repair, requiring substantial repair, or being dilapidated. More than one out of every six housing units requires substantial repairs or is in dilapidated condition. Typically, low-income households, both owner/occupants and renters, occupy most of these substandard units. Using the State Department of Housing and Community Development (HCD) criteria, the foundations, roofing, siding, windows, and the doors of the units were analyzed.

The results were as follows:

- 31.9 percent of housing structures required minor to moderate repair;

- 9.6 percent of the structures in the target area needed substantial rehabilitation, if they are to remain in residential use; and
- 7.3 percent of the structures in the target area are considered dilapidated and need to be replaced.

The following chart illustrates affordable housing programs and projects available in Imperial County.

Countywide Housing Programs

Funding Source/Program	Calipatria	Westmorland	Brawley	Imperial	El Centro	Calexico	Holtville	County of Imperial
Home - First-Time Home Buyer	X		X		X			X
Affordable Apartments	151 Units	81 Units	171 Units	221 Units	915 Units	230 Units	272 Units	177 Units
HUD - Neighborhood Stabilization Program								X
CalHome - Owner Occupied Rehabilitation (OOR)	X		X		X			X
CalHome - Manufactured OOR and Manufactured Mortgage Assistance								X
Tenant-Based Rental Assistance								X

1.1 This table shows housing programs that are available to eligible income-qualifying applicants and the cities that participate in those programs as funding becomes available.

Affordable Apartment Projects – Low-income apartment rentals.

Home/First-Time Home Buyer (FTHB) - Program provides second silent loans to income-eligible, first-time home buyers as down payment assistance or gap financing. Maximum assistance is \$60,000.

HUD/Neighborhood Stabilization Program (NSP3) – Program acquires foreclosed homes, rehabilitates the homes and sells the homes to income-eligible applicants.

CalHome/Owner Occupied Rehabilitation (OOR) – Program provides conditional forgivable loans to income-eligible households to repair or replace homes. Maximum assistance is \$60,000.

CalHome/Manufactured OOR and Manufactured Housing Mortgage Assistance – The OOR program provides conditional forgivable loans to income eligible households to repair or replace mobile homes. The Manufactured Housing Mortgage Assistance program assists income-eligible

households with the purchase of a manufactured home by providing a conditional forgivable loan. Maximum assistance for both programs is \$60,000.

Tenant-Based Rental Assistance – The Tenant-Based Rental Assistance Program provides qualified persons and families with subsidized rental assistance for up to one year.

It is essential to make every effort to provide affordable housing countywide. All local jurisdictions maintain affordable apartment complexes for income-qualified individuals. The cities of Brawley, Calexico, and Imperial are planning to develop additional complexes with those in existence.

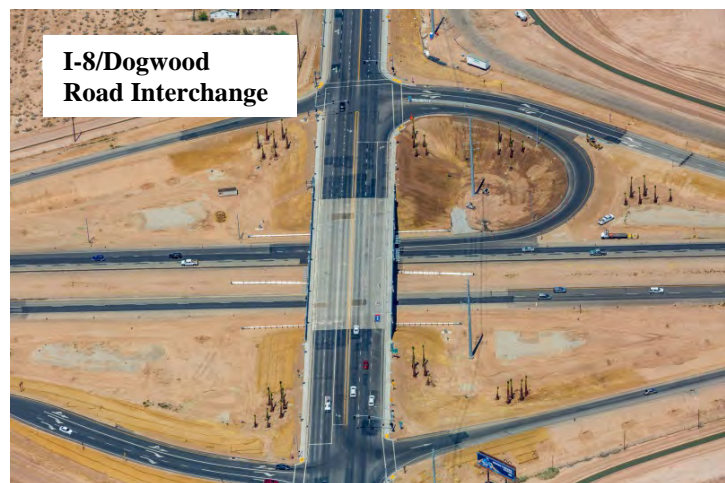
In addition to affordable housing, most cities and the county have implemented additional housing programs through utilizing grant funds. The cities of Brawley, Calexico, El Centro, Imperial, and the Imperial County offer the First-Time Home Buyer (FTHB) Program. This program helps low-income families become first-time homeowners by providing a low-interest deferred second mortgage loan, making home-ownership dreams a reality. Most of the cities also receive grants from funding sources, such as the California Department of Housing and Community Development, through its Community Development Block Grant (CDBG) program, to implement housing rehabilitation programs. These programs assist eligible homeowners in making improvements to their homes to create safe and sanitary environments, including solving overcrowded living conditions.

3-7 Transportation

Transportation and Logistics

Highway Network – The Imperial County region possesses a wide array of transportation and infrastructure assets and is uniquely located in proximity to major production, trade, and population centers of Southern California and Arizona. For shipping and logistics, the highway system in Imperial County handles approximately 97 percent of total commodity flows across the county. There are four major north-south corridors handling freight within the county: Forrester Road, from I-8 to SR-78/86 in Westmorland; State Route 7 (SR-7) from the Calexico East Port of Entry to I-8 Freeway; SR-111 from the Calexico West Port of Entry to SR-86 in Riverside County; and SR- 86, from SR-111 to Riverside County where it connects with Interstate 10. Additionally, there are two major east-west corridors for trucks: the Interstate 8 freeway, which originates in San Diego County through Imperial County to the California/Arizona Border and eventually connecting to Interstate 10, which connects to the east coast; and SR-98 which parallels Interstate 8 through most of the southern part of the county. This system is mostly complete and consists of the SR-7 expressway, the SR-111 expressway, the SR-78/111 Brawley Bypass Expressway, and the SR-86 Expressway north of Westmorland. This system facilitates the movement of goods from the international border with Mexico through Imperial County to Coachella Valley in Riverside County with connections west to the Los Angeles and Long Beach seaports and other key distribution centers throughout California.

Over \$500 million in funding has been designated for improvements to various segments of the Imperial County highway network for the following projects: I-8/Dogwood Road Interchange, I-8/Imperial Avenue Interchange Reconstruction; SR-98 Widening; Cesar Chavez Boulevard Widening; SR-7 (from Calexico East POE to SR-98) Concrete Resurfacing; and, I-8 Concrete Resurfacing (from SR-7 to Yuma, AZ border). It is



REGIONAL SETTING
COUNTY OF IMPERIAL, CALIFORNIA

The map illustrates the regional context of the County of Imperial, California. Key features include:

- Geography:** The Salton Sea is located to the north, and the Colorado River forms the border with Mexico to the east.
- Transportation:** Major highways (Interstates 15, 8, 5, and State Routes 52, 56, 94, 96, 103, 125, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200) and the California-San Diego County border are shown.
- Urban Centers:** Cities such as Calipatria, Brawley, Imperial, El Centro, Holtville, and Mexicali are labeled.
- Legend:**
 - General Use (Public) Airport (Blue circle with 'A')
 - Land Port of Entry (Green circle with 'E')
- Orientation:** A north arrow is located in the bottom right corner, and the text "Not To Scale" is present.

The Calexico West/Mexicali I POE is located in the city of Calexico and is the primary port for daily person crossings into the U.S. by car or as pedestrians. According to the U.S. Bureau of Transportation Statistics, the Calexico West POE is the third busiest Land Port of Entry in California with 7.8 million northbound vehicle crossings each year and 4.2 million northbound

pedestrians crossing each year, making it a critical economic engine for the Imperial-Mexicali region.



Proposed Phase I Calexico West/Mexicali I POE Modernization and Expansion Project

The Imperial-Mexicali region is pursuing a major renovation and expansion of U.S. and Mexico federal inspection operations. The federal government has appropriated \$98 million for Phase I of the Calexico West POE Modernization and Expansion Project. Phase I construction began in November 2015 and will include 10 northbound vehicle inspection lanes, the headhouse, and a bridge for southbound vehicle lanes. The U.S. General Services Administration (GSA) has scheduled the completion of Phase I for March 2018. Schedule for Phase II is contingent upon pending federal fund authorization in the amount of \$248 million.



Proposed Calexico West/Mexicali I POE



Calexico East/Mexicali II POE

The Calexico East POE is a passenger and commercial port located seven miles east of the Calexico West POE. The Calexico East port is the principal gateway for trade by truck through Imperial County and Baja California, Mexico. It is located roughly 130 miles east of San Diego and 60 miles west of Yuma, Arizona. The port includes eight passenger lanes, four pedestrian lanes, four commercial lanes, one FAST (Free and Secure Trade Program) lane, one bus lane, one SENTRI (Secure Electronic Network for Travelers Rapid Inspection) lane and one Ready lane that requires users to present Radio Frequency Identification (RFID) enabled cards. The FAST program allows U.S./Canada and U.S./Mexico partnering importers expedited release for qualifying commercial shipments. SENTRI cards are Western Hemisphere Travel Initiative (WHTI) compliant documents for entry into the United States by land or sea, and also provide expedited travel to approved members between the U.S. and Mexico border. The Calexico East/Mexicali II POE is served by California SR-7, with direct connection to Interstate 8, about five miles to the north. Mexico is California's highest ranking trade partner and Imperial County processes an

estimated 30 percent of this trade through its land POEs at Calexico East and Calexico West. In 2015, the Calexico East POE accommodated over 337,474 northbound trucks, transporting goods valued at \$16.2 billion (\$6.5 billion in exports and \$9.6 billion in imports) ranking second in California. Previous origin and destination surveys by Caltrans estimate that 79 percent of these cross-border goods have origins and destinations throughout California and 21 percent to and from other U.S. states, Asia, Canada, Europe, and South America.

The Imperial County Transportation Commission is pursuing discretionary freight program funding to widen the bridge over the All-American Canal. By widening this bridge, delays will be further reduced as this current bottleneck will be improved. The project will also implement Intelligent Transportation System (ITS) and air quality monitoring technologies to help meet project goals of eliminating peak period delays and idling vehicles. A 2015 study commissioned by the Imperial County Air Pollution Control District has estimated that with this improvement, 35 metric tons of greenhouse gas per day can be eliminated from the border area. The preliminary project cost is estimated at \$35 million.

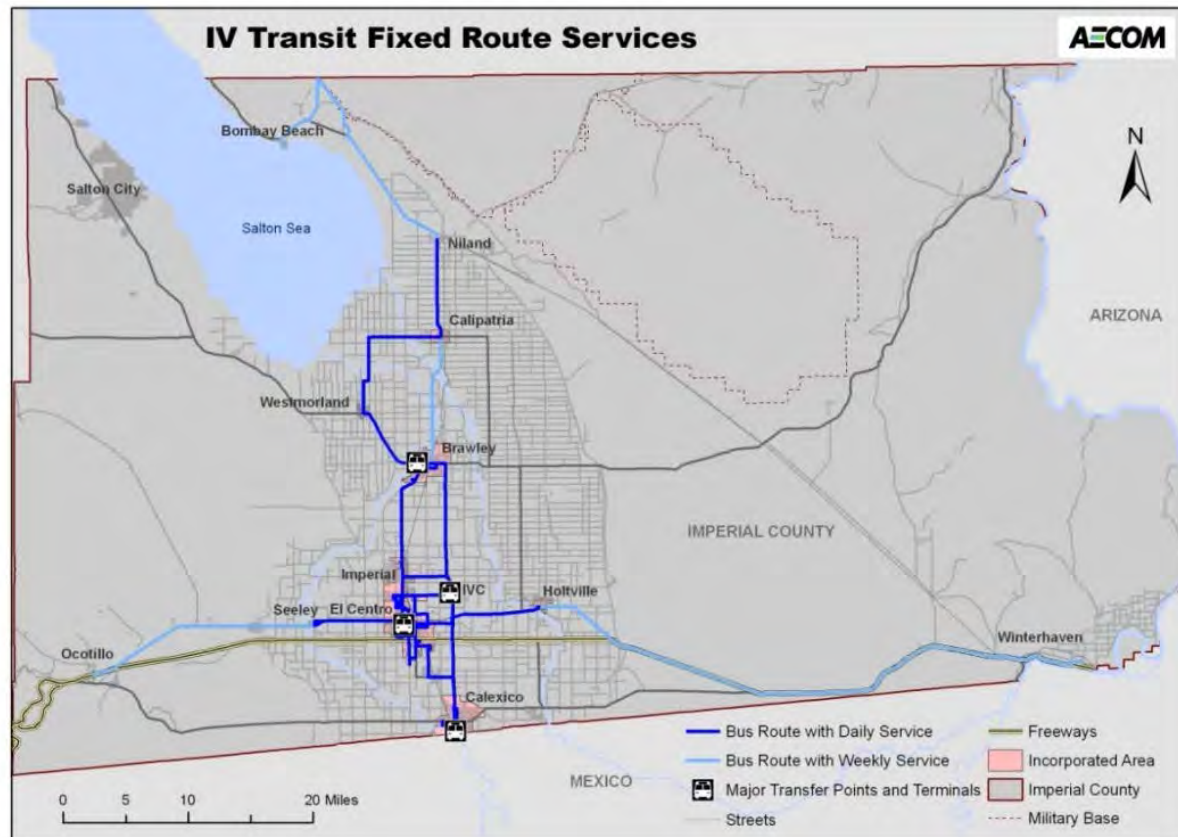
The Andrade/Los Algodones POE is located near the California/Arizona border and is an important gateway for tourism—U.S. visitors traveling into the small Mexican community of Los Algodones for shopping and medical services. In 2016, 1.9 million pedestrians and personal vehicles crossed at this POE. The majority of traffic occurs during the winter season when “snowbirds” from other states and Canada visit the area for recreation and medical services. In 2014, Caltrans completed a Pedestrian Improvement Project at the Andrade/Los Algodones POE.

Regional Transit System – Imperial Valley Transit (IVT) operates 11 fixed



**Caltrans Pedestrian Improvement Project
at Andrade/Los Algodones POE**

routes. These routes roughly form a north-south axis along SR-86 and SR-111 corridors from Niland to Calexico, continuing along the SR-111 corridor to Niland (Bombay Beach on Thursdays), and an east-west axis along I-8 and Imperial County S80/Evan Hewes Highway corridors from Seeley to El Centro and Holtville, extending to Ocotillo on Tuesdays, Winterhaven on Wednesdays and Bombay Beach on Thursday. The IVT operations are administered by the Imperial County Transportation Commission and are currently operated by First Transit, Inc.



New Transit Transfer Stations have been completed in the cities of Brawley and El Centro. The Brawley Transit Station was completed in August 2013 and the El Centro Transit Station was completed in January 2014. Both facilities serve local and regional transit needs. The implementation of both stations help to further enhance the town centers of each city and create future opportunities for sustainable improvements in the downtown business districts. Two additional transit transfer stations are planned in the cities of Imperial and Calexico. The City of Imperial is working on completing the design phase in 2016. A feasibility study was completed for the Calexico Intermodal Transportation Center in 2014 and funding for the design has been

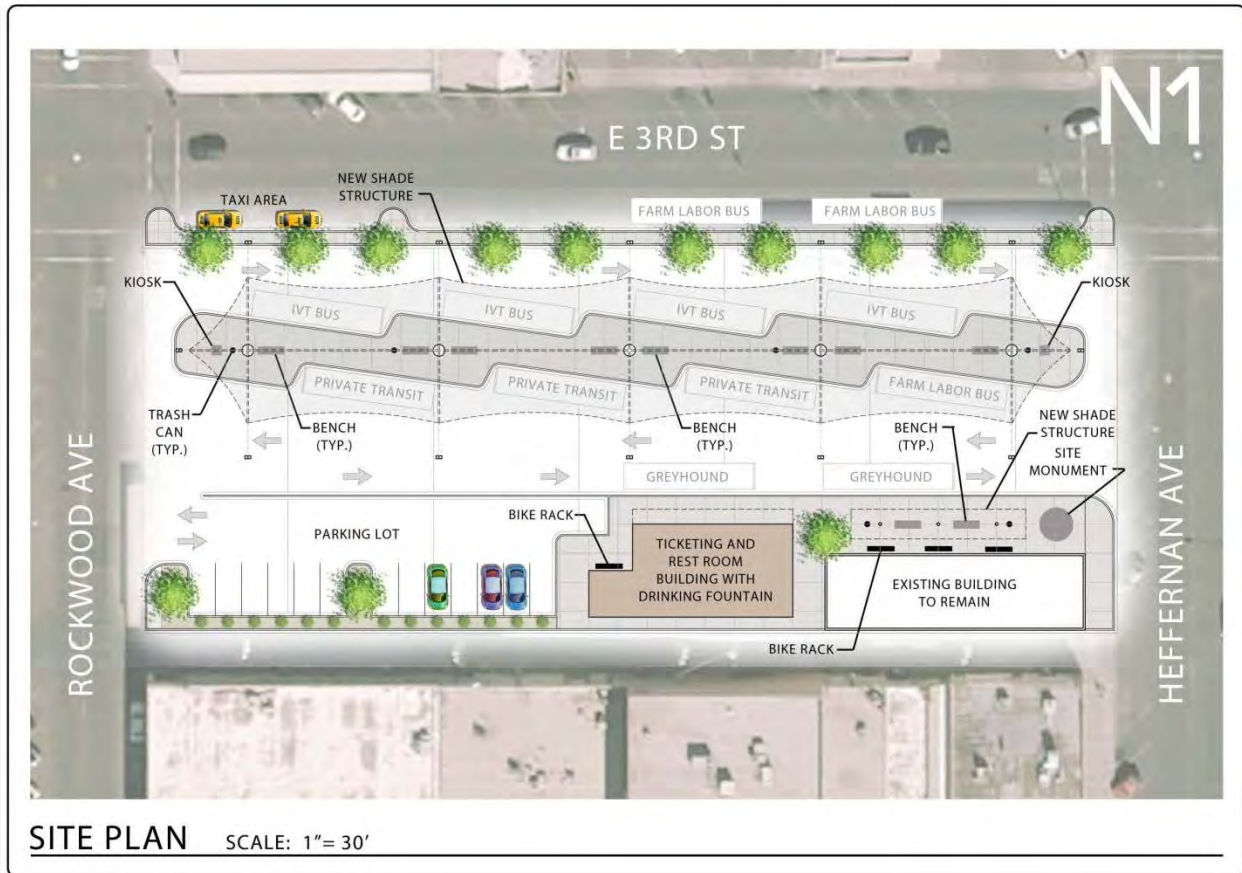
secured under a Congestion and Air Quality Mitigation grant. Design of the Calexico Intermodal Transportation Center is estimated to begin in the fall of 2017.



City of Brawley Transit Transfer Station



City of El Centro Transit Transfer Station



Proposed Calexico Intermodal Transportation Center

Other public transit service in Imperial County includes the following:

- Urban circulator services, currently comprising the IVT Blue and Green Lines in El Centro and the Gold Line in the city of Brawley. The city circulators have timed connections with the intercity IVT routes. These routes are also operated by First Transit, Inc., as a part of Imperial Valley Transit, but are specially branded. Two additional circulators are planned for the cities of Calexico and Imperial. Both are identified as high priority as funding is available.
- The Americans with Disabilities Act (ADA) complementary paratransit service, branded IVT Access, is operated throughout the IVT service area covering most of the Imperial Valley, and is also operated by First Transit, Inc.

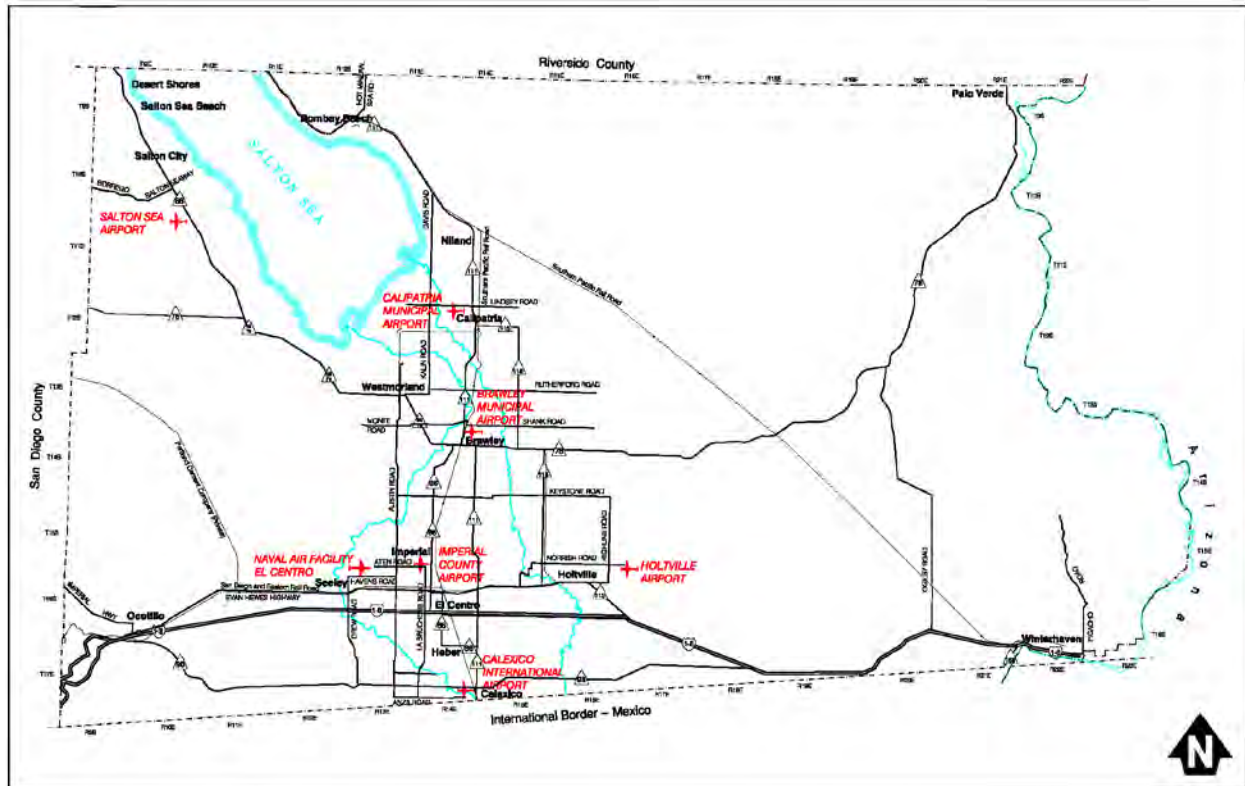
- Non-emergency medical transportation service, branded MedTrans, is operated between designated locations in Imperial Valley and medical facilities in San Diego County. The Imperial County Transportation Commission contracts this service, which is operated by First Transit, Inc.
- Dial-a-Ride services provides curb-to-curb transit service in five defined areas, including the cities of El Centro, Calexico, Brawley, Imperial and the West Shores area (west side of the Salton Sea). Service in the West Shores area is available to the general public; in Brawley, El Centro, Calexico and Imperial it is limited to seniors and persons with disabilities.

Airport Infrastructure – The Imperial County Airport is designated a 139 Commercial Airport, as well as the largest general aviation airport in the county. Owned and operated by the County of Imperial, the airport is centrally located within the jurisdictional boundaries of the city of Imperial along Highway 86. The Imperial County Airport provides air service for private and commercial passenger and freight transportation. Currently, freight is transported through the courier services of Federal Express (FedEx) and United Parcel Service (UPS). At the Imperial County Airport, there are daily scheduled airline flights, air cargo, military operations, U. S. Department of Homeland Security aircraft, as well as several business jets and private general aviation flights.

A hotel and several businesses are located on airport property providing additional revenue through land leases helping to fund the operation of the airport. Aviation services provided at the airport include: hangar rentals, aircraft fueling, flight training, business aircraft charters, aerial fertilizer and pesticide applications and aircraft maintenance. A new air service began in May 2016 provided by Mokulele Airlines. Subsidies for the air service will be provided by the Essential Air Service program (EAS). The service will provide trips from Imperial County to Los Angeles International Airport and will provide interline connections with Alaska Airlines.

Additionally, there are four publicly owned general aviation airports located in the cities of Brawley, Calipatria, Calexico, and Holtville. The Brawley, Calipatria, and Calexico airports are for general aviation use only. The Calexico International Airport does facilitate cross-border and international passenger travel, with U.S. Customs and Border Protection (CBP) Inspection Officers that are based at the airport daily. The Holtville Airstrip is currently closed to civil aircraft

operations, but has economic development potential as a future regional air cargo and passenger facility. In 2007, the Imperial County Airport Feasibility and Site Analysis Study identified the Holtville Airstrip as a feasible regional airport facility. In 2017, Imperial Valley stakeholders are pursuing the opportunity of a new regional airport facility. If the region proceeds with this proposal, ground access improvements must be considered from SR-115 and Interstate 8 to the proposed airport site.



Regional Airport Map

Rail Infrastructure - Imperial County is also served by rail connections from Mexico, Riverside County, and Arizona. Commodity flows by rail account for about 3 percent of total commodity flows in the county. The Union Pacific Rail Road (UPRR) owns and operates a line originating at the Calexico West border crossing, extending north to El Centro and ultimately connecting with other UPRR tracks at Niland, heading north to Riverside County and southeast to Arizona (Sunset Line). UPRR also owns and operates the section between Plaster City and El Centro. That section is in service, and connects with other UPRR lines at El Centro. Finally, the Baja California Railroad (formerly known as Carrizo Gorge Railway) owns the rights to operate on a small section

of tracks in the western portion of the county between the San Diego County line and Plaster City. This section of the rail line is currently closed for operations; however, there are potential operators and investors exploring opportunities to re-open the line for freight movement between the San Diego-Tijuana region to and through the Imperial-Mexicali region. At the Calexico West POE, the rail line processed \$204 million in exports to Mexico in 2015. Currently, the Calexico West POE CBP staff is scheduled from 3 a.m. to 11 a.m. PST. The peak period of rail border travel occurs between 4 a.m. and 6 a.m. PST, Monday through Friday.



Union Pacific Railroad Corridors in Imperial County

Conclusion-3.8

Overall, the economic and social areas in Imperial County are either consistent with historical trends or improving. This will be a challenging year since the new Presidential Administration has proposed budget reductions and elimination of programs that are important for Imperial County--this includes the Economic Development Administration.

HOUSING

Imperial County faces a major challenge in providing for the development and maintenance of an adequate supply of affordable housing for all segments of the population, consisting of single-family homes and multi-family units.

The State of California offers a variety of grant opportunities, such as Community Development Grant (CDBG), HOME, and CalHOME Programs. The county and cities can enable communities to plan, coordinate and assist in distressed times during a natural disaster, loss of jobs, or a high unemployment rate by providing affordable housing with grants available from the State. Every year, the County of Imperial and cities are notified of funding availability through State grants and local assistance, low-interest loans, and referrals, among other resources. With the proper programs in place, the economic and socioeconomic factors in Imperial County will continue to improve.

The county's most urgent housing need is rehabilitation and continued maintenance of the existing housing market, particularly the units occupied by low or moderate-income households. Low-income households lack the resources necessary to afford decent, safe, and sanitary housing. The lack of resources will lead to increased overcrowding and overpayment by the county.

The White House Office of Management and Budget released the budget proposal for the upcoming fiscal year. The President's 2018 Budget requests \$40.7 billion in gross discretionary funding for Housing and Urban Development, a \$6.2 billion or 13.2 percent decrease from the 2017 annualized CR budget. The President's 2018 budget provides over \$35 billion for HUD's rental assistance programs and proposes reforms that reduce costs while continuing to assist 4.5 million low-income households. The proposed budget also eliminates funding for the Community Development Block Grant program, a savings of \$3 billion from the 2017

annualized CR level. The budget blueprint states the federal government has spent over \$150 billion on this block grant since its inception in 1974, but the program is not well-targeted to the poorest populations and has not demonstrated results. The budget devolves community and economic development activities to the state and local level, and redirects federal resources to other activities.

The federal budget proposal contemplates eliminating the HOME Investment Partnerships Programs, Choice Neighborhoods, and the Self-help Homeownership Opportunity Program, a savings of over \$1.1 billion from the 2017 annualized CR level.

DEMOGRAPHICS

According to the U.S. Census Bureau, families in Imperial County face considerable hardship, due in large part to family composition. In 2013, the average household size in the county was 3.4 people, compared to an average of 2.9 people for the state of California, and an average of 2.6 people for the nation. Seventy-eight percent (78%) of households in the county were families in 2013, compared to 68 percent statewide. Forty-four percent (43.9%) of Imperial County households headed by a female with no husband present had incomes below the poverty level, compared to 31.8 percent nationally and 29.2 percent statewide. Twenty percent (20.2%) of all families in Imperial County had incomes below the poverty level, compared to 12.9 percent statewide, and 11.8 percent nationally.

EMPLOYMENT

The number of jobs in Imperial County industries is projected to grow at a rate of 14.9 percent over a 10-year period (2014-2024). According to the Employment Development Department Labor Market Information Division, the total number of projected job growth is 10,800. This projection is below the expected statewide growth rate of 14.9 percent.

HEALTH AND SAFETY

Imperial County has a broad spectrum of health care services. Two public hospitals, city-owned El Centro Regional Medical Center and the Pioneers Memorial Hospital and Healthcare District in Brawley, anchor the health care delivery system.

Pioneers Memorial Healthcare District and Scripps entered into an affiliation agreement in late 2016. Under this agreement, Pioneers will continue to run as an independent hospital and will not change its name or current governance structure. The agreement is focused on helping to provide Pioneers with the tools hospitals and health systems need today in order to provide value to patients through continuous quality improvement and cost reduction. It includes Scripps providing Pioneers with enhanced leadership training and development, process improvements, and other related services. Management of the affiliation will be by steering committee representing both administration and physicians, and composed of three members from Scripps and three from Pioneers.

El Centro Regional Medical Center and University of California San Diego entered into a long-term management agreement with the goal of enhancing the delivery of high-quality health care to patients in the Imperial Valley. The management services agreement will launch with UC San Diego Health System conducting a comprehensive assessment of ECRMC's operational and clinical needs, to be followed by the joint development of a management plan for select ECRMC departments, programs and functions. The healthcare systems will also collaborate to provide clinical team members at ECRMC with access to joint research projects and educational opportunities, such as Grand Rounds and continuing medical education through the UC San Diego School of Medicine.

The Heffernan Memorial Healthcare District in Calexico serves medical and wellness needs of the city of Calexico. Heffernan Memorial was formed in 1951 as a local hospital district, after state legislation was enacted to make it easier to get federal loans for the construction of acute-care health facilities in rural areas, such as Calexico. Heffernan has partnerships with healthcare providers to enhance the health and lifestyle of Calexico.

El Centro Regional Medical Center and Heffernan Memorial Healthcare District announced in 2015 a signing of a Letter of Intent to provide new and expanded medical services and health education programs to residents of Calexico beginning January 2016.

Heffernan entered into a Memorandum of Understanding with Pioneers Memorial Hospital on February 2016. This agreement calls for Pioneers Memorial Healthcare to provide experienced consultative assistance and support services through its specialized medical experts to Heffernan

with the mission and goal of enhancing Heffernan's ability to improve the quality of certain health care services currently available to the residents of Calexico.

Clinicas de Salud del Pueblo, Inc., is a federally qualified health center with six clinics located throughout the county. Clinicas provides comprehensive primary care services to a large number of residents. ECRMC and Pioneers also operate rural health clinics in the community.

Much of Imperial County is designated a medically underserved area. The county has a shortage of medical providers, in particular those that provide primary care and mental health services. In 2012-2013, there was one primary-care physician for every 4,170 Imperial County residents, compared to one for every 1,341 residents statewide. Imperial County has one dentist for every 3,318 residents, compared to one for every 1,417 residents in California overall, and one mental-health provider for every 17,514 county residents, compared to one for every 1,829 residents statewide.

INCOME AND POVERTY

Economic indicators consistently place Imperial County near the bottom when compared to other communities. According to the 2015 American Community Survey 1-year Estimate, the average per capita income in Imperial County was \$16,062. In the same period, the national per capita income was \$26,384. The county's proportion of the population with an income below the federal poverty level far surpasses the national proportion. According to the American Community Survey 1-Year Estimates, approximately 24.15 percent of the county's population fell below the poverty level, compared to a national average of 15.15 percent. In 2015, the median household income in Imperial County averaged \$41,572, well below the national average of \$50,274. The county's median family income averaged \$43,234, compared to the national average of \$61,032.

EDUCATION

Imperial County leaders have identified the need for an educated workforce as the single most important issue in the economic development of the county. For this reason, it is imperative to take a closer look at the local educational and career technical opportunities available for residents. Residents of Imperial County have a variety of opportunities for post-secondary education. The three primary institutions of higher education are Imperial Valley College, San

Diego State University – Imperial Valley, and University of Phoenix. Through the availability of online education, residents can also complete degree programs with a number of online colleges throughout the nation.

The Imperial County Office of Education is the lead entity in providing other local education agencies with technology support and infrastructure management.

TRANSPORTATION

The Imperial County region possesses a wide array of transportation and infrastructure assets and is uniquely located in proximity to major production, trade, and population centers of Southern California and Arizona. Approximately \$500 million in funding has been designated for improvement to various segments of the Imperial County transportation network for highway and road projects. It is estimated that 8,500 jobs will be created over the next three to five years as a result of the regional highway improvement projects in Imperial County.

Imperial Valley Transit operates 11 fixed routes that cover all of the Imperial Valley seven days a week. New transit transfer stations have been completed in the cities of Brawley and El Centro. The Brawley Transit Station was completed in August 2013 and the El Centro Transit Station was completed in January 2014. Both facilities serve local and regional transit needs. The implementation of both stations helped further enhance the town centers of each city and create future opportunities for sustainable improvements in the downtown business districts. Two additional transit transfer stations are planned in the cities of Imperial and Calexico. The City of Imperial began the design phase in 2015 and a feasibility study was completed for the Calexico Intermodal Transportation Center in 2014.

The Imperial County Airport is a 139 Commercial Airport, as well as the largest general aviation airport in the county. The Imperial County Airport provides Essential Air Service for private and commercial passenger and freight transportation. The proposed federal government budget eliminates the Essential Air Services (EAS) program, which was originally conceived as a temporary program nearly 40 years ago. The budget proposal states EAS flights are not full and have a high subsidy cost per passenger. The budget argues that those EAS-eligible communities are relatively close to major airports, and communities with EAS could be served by other existing modes of transportation.

The proposed budget also contemplates the elimination of TIGER (Transportation Investment Generating Economic Recovery) competitive grants. President Trump's 2018 budget request proposes eliminating the TIGER competitive grant program and ending the support for helping cities of all sizes build new transit lines.

PORTS OF ENTRY AND INTERNATIONAL TRADE

The Calexico West Land Port of Entry is the third busiest land port in California, with 7.8 million northbound vehicles and 4.2 million pedestrians crossing each year. The current facility's physical infrastructure, built in 1974, is undersized relative to existing traffic loads. Phase 2 will include additional site work, demolition of the existing port building, a new pedestrian processing facility, administrative offices, five southbound POV inspection lanes with canopies and booths, and six additional northbound POV inspection lanes.

On November 12, 2015, the U.S. General Services Administration and the U.S. Customs and Border Protection held a groundbreaking ceremony to commemorate the start of Phase 1 of the Calexico West Land Port of Entry modernization and expansion project.

The Phase 1 project includes the construction of privately owned vehicle inspection facilities, new southbound lanes into Mexico, and a new head house to provide supervision and services to the non-commercial vehicle inspection area. The project will increase operation space, reduce traffic congestion, and create a safe environment for port employees and border crossers, alike.

Former President Barack Obama included \$248 million for Phase II of the Calexico West Land Port of Entry reconfiguration and expansion project in the Fiscal Year 2017 budget. If approved, the funding would be sufficient to complete the project.

Imperial County is asking congressional delegates for funding of the Phase II of the Calexico Port of Entry expansion. The second phase includes additional site work, demolition of the existing port building, a new pedestrian processing facility, administrative offices, five southbound inspection lanes with canopies and booths, and six additional northbound POV inspection lanes.

The General Services Administration has also recognized the urgent need to expand and modernize the port since the current POE is a 42-year old facility that is outdated, undersized, and lacks modern inspection technologies necessary to detect concealed narcotics.

The Calexico East/Mexicali II Port of Entry is served by California SR-7, with direct connection to Interstate 8, about five miles to the north. In 2013, the Calexico East POE accommodated over 325,690 incoming trucks, transporting goods valued at \$13.1 billion (\$5.7 billion in exports and \$7.4 billion in imports). Previous origin and destination surveys by Caltrans estimates that 79 percent of these cross-border goods have origins and destinations throughout California and 21 percent to and from other U.S. states, Asia, Canada, Europe, and South America.

The Imperial-Mexicali region is pursuing a Binational Partnership Toll Pilot Project to expand the northbound lanes for cars and trucks. The concept is to toll new lanes with existing lanes remaining as a free option.

In 2003, the United States Department of Commerce granted a Foreign-Trade Zone designation to the County of Imperial, along with the cities of Brawley, Calexico, Calipatria, and El Centro. Subsequently, the cities and the County formed the Imperial Valley Foreign Trade Zone Joint Powers Authority in 2005. Through this joint venture, Imperial County has been working diligently to attract business that would benefit from the FTZ designation.

The passage of NAFTA dramatically increased foreign investment to the California/Mexico border region. NAFTA, combined with the region's business friendly local governments, available workforce, competitive wage rates, strategic location as the gateway to the Pacific Rim and Latin America, and proximity to a growing network of suppliers and service providers, makes the California border region the optimum location for an international manufacturer. All 50 states can now export to Mexico through the California gateway and there is every reason to believe that the Southern California border region is becoming a key worldwide manufacturing center and a prime export market for many U.S. and foreign companies.

The California-Mexico border region is positioned to capitalize on NAFTA and industrial development in Mexico. However, the future of NAFTA is in question due to the new presidential administration's potential re-negotiation or withdrawal of the agreement with Mexico and Canada.

Section 4. Analysis

4-1 SWOT Analysis

It is important to determine the key issues presently affecting Imperial County. As part of our strategic planning, the Overall Economic Development Commission (OEDC) is making consensus-building workshops at its semi-annual meetings a priority. OEDC members also plan to present this study to all city councils and the Imperial County Board of Supervisors, as well as extend an invitation for its involvement in the visioning process for Imperial County.

The Comprehensive Economic Development Strategy (CEDS) Committee members utilized numerous local studies and publications including, but not limited to, the Imperial County Economic Development Strategic Plan (April 2006), Imperial Valley Renewable Energy Feasibility Study (April 2008), Imperial County Agricultural Crop and Livestock Report 2015 Naval Air Facility El Centro Economic Impact and Community Involvement Study FY 2010, and Imperial Valley Economic Development Corporation publications. These documents identified dozens of community strengths, weaknesses, opportunities, and threats (SWOT). The SWOT analysis is a process by which Imperial County can track that which is occurring or is about to occur. It provides critical information related to Imperial County's community and economic well-being.

The better the community's understanding of the environment in which it operates, the better its ability to formulate its mission and set realistic goals, objectives, and action plans. The following are the results of the community assessment process. The items identified in the SWOT will provide the basis for action items to be addressed by the OEDC within the next five years.

Strengths

S

- Close-knit communities
- Positive, pro-growth rural business attitude
- Established North American Free Trade Agreement (NAFTA) Corridors
- Growing community-based partnerships
- Commerce between two countries
- Multicultural community
- Access to higher education: Imperial Valley College, San Diego State University – I.V Campus, University of Phoenix
- Availability of state and federal resources for economic development
- Simplified development process
- Accessible local officials
- Border Area Economic Opportunities
- Lower cost of living
- Affordable housing and land
- Low property taxes
- Regional recreation
- Collaboration among agencies
- Healthy agricultural economy
- Dedicated water supply for non-agricultural projects

Weaknesses

W

- Lack of infrastructure to support present/future development
- Lack of regional airport for large airfreight transport
- Limited public transportation services for large geographic area
- High unemployment
- Lack of diversified job opportunities
- Lack of high paying jobs
- Limited workforce skills
- Limited higher education attainment
- Lack of career opportunities for college graduates
- Need for improved quality of education in K-12 schools
- Technical assistance available, but not marketed and offered in a limited capacity
- Need for proactive planning
- Need for technical skills training

- Abundant renewable energy resources

Opportunities

O

- Three Land Ports of Entry with Mexico
- Economic and community ties with Mexicali, Mexico
- Proximity to Mexico maquiladoras
- Large amount of vacant, affordable land
- Available/trainable workforce
- Renewable energy resources
- CaliBaja Bi-National Mega-Region
- Self-Help County – Measure D, 40-year local sales tax to improve roads in the county

Threats

T

- Congested border crossing traffic
- Air quality
- Neighboring regions uninformed of this region's resources due to lack of marketing funds and resources
- Lack of medical specialists
- Lack of financial resources
- Drug and human trafficking
- Language barriers
- Regional partnerships
- Seasonal employment
- Salton Sea/New River pollution

<ul style="list-style-type: none"> • Business incentives: Foreign Trade Zone, , Recycling Market Development Zone • Proximity to military bases: Naval Air Facility-El Centro and Marine Corps Air Station, Yuma • Transportation routes/freeway access • Development of local industrial parks • Commercial Passenger Airport • Favorable climate for solar and renewable energy sources 	<ul style="list-style-type: none"> • Need to diversify economy • State legislation, e.g., labor and environmental laws and transportation funding • Inability to retain talent pool (“brain-drain”)
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Located within the CaliBaja Bi-National Mega-Region, the region’s advantages lie within a youthful population, short commute times for workers and an affordable median home price. Additionally, the Imperial County is located along a major transportation corridor, which provides access for goods to travel to/from Mexicali, Baja California, Mexico; Yuma, Arizona; and San Diego, California; throughout California and beyond to other U.S. states and international markets.

CaliBaja Bi-National Mega-Region

The CaliBaja Bi-National Mega-Region is comprised of San Diego and Imperial counties, together with Baja California, Mexico. Positioned to become a global powerhouse for commercial growth, this mega-region offers unique opportunities for business investment.

Poised literally on the doorstep of North America's largest consumer marketplace, CaliBaja offers global corporations easier access and distinct advantages because of its bi-national location and varied geography. There are intellectual and scientific resources; an established base of experienced, skilled production expertise; ample infrastructure and natural resources; business incentives from two nations; and room for major ongoing expansion. CaliBaja is the fast lane to North America that will expand with business for years to come.

4-1-1 Identifying Key Industries for Imperial County within Five Years

An analysis of the available demographic information matched with input gathered from key community leaders provides a potential roadmap for key industries for which the Imperial County can prosper economically and now begin recruitment for expansion.



4-1-2 Agribusiness

The largest industry in Imperial County is agriculture with the gross production valued at \$1,925,134,000. As noted in the 2015 Imperial County Agricultural Crop and Livestock Report, this is an increase of \$66,345,000 (3.57 percent) compared to the 2014 gross value of \$1,858,789,000. The main reasons for this increase was that winter vegetables were harvested earlier this year due to early warm weather which left gaps in the supply chain and drove prices up later in the season. Cattle again ranked as the No. 1 commodity with a gross value of \$444,887,000, a substantial increase of 28 percent from 2014. This was due to a 7 percent increase in head count and a 24 percent increase in market price. Leaf lettuce moved back into the Top 10 Commodities from No. 20 in 2014 to No. 5 in 2015 due to more planted acres, higher yields, and higher prices. Sudan grass hay dropped in the commodity ranking from No. 7 in 2014 to No. 17 in 2015.

The region must seize the opportunity to attract additional food processing facilities to Imperial County, specifically those which involve crops/products grown and raised in the region. The availability of said products combined with available labor, water and electricity and access to major consumption markets provides an ideal opportunity for the food industry.

In addition to food processing, there is an opportunity to collaborate with San Diego, which has long hosted the biotechnology industry. Companies involved in research and development have flourished in the region for a number of reasons, including quality of life and access to higher education (research education). Originally, the applied fields (i.e., bringing developed products to market via mass production) were also performed in the region. As global competition has increased, so has the need to find other avenues of production. While some production will

continue to move overseas for economic reasons, Imperial County should explore alignment with the San Diego region to host applied biotechnology industries. The ability for these companies to utilize inexpensive land to create facilities and the availability of both water and energy provide a competitive advantage. The real advantage, that overseas and foreign competition cannot offer, is access for laboratory personnel to maintain quality control with a two-hour drive, rather than a 15-hour flight.

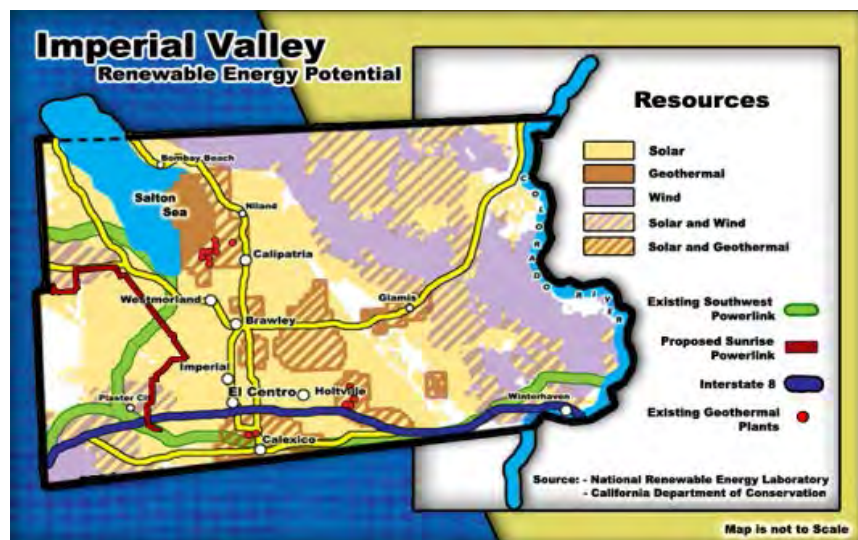
Labor will be an issue in attracting this sector, but the partner companies may have a labor force willing to relocate to take advantage of lower housing prices. This sector's long-term viability within the region will be predicated on addressing both quality of life and educational achievement within the Imperial County.

4-1-3 Renewable Energy

Driven by concerns about greenhouse gas emissions, higher fuel prices, and energy security, the demand for renewable resources has grown dramatically nationwide in recent years. In October 2015, Governor Jerry Brown signed Senate Bill 350 (De León), which expanded California's Renewables Portfolio Standard (RPS) from 33 percent by 2020 to 50 percent by 2030. SB 100 (De León), which would put California on a path to 100 percent clean renewable energy by the year 2045, was introduced in January. In addition, new activity with the Global Warming Solutions Act of 2006 is likely to further improve the economics of renewables. Senate Bill 32 (Pavley), which requires California's State Air Control Board to approve a statewide greenhouse gas emission limit equivalent to the 1990 level by 2020 was also approved by the Governor in 2016.

Fortuitously, Imperial County's rich and diverse resources, coupled with the

dramatic increase in demand for renewable energy to satisfy state mandates, provides an excellent opportunity for renewable development in the region. As the local energy provider and a publicly-



owned utility, the Imperial Irrigation District (IID) is interested in both serving its customers' load with renewable resources and the economic development potential related to generation for loads outside of its service territory.

According to the Renewable Energy Feasibility Study Final Report, commissioned by IID, the total technical potential of the county's renewable energy resources is 42,283 megawatts. As points of reference, the IID has a yearly peak load of approximately 1,060 MW and the all-time peak demand for the California Independent System Operator (which serves most of California) is 50,270 MWs (in 2006). The feasibility study reports the largest potential resources are solar, with 28,600 MW, followed by low-speed wind, 9,555 MW, and geothermal, 2,488 MW. Note these numbers reflect an estimate of total technical potential, and do not articulate the timing of deployment.

In recent years, the growing demand for power on the Western Grid has made the Imperial County a mecca for discussion of renewable energy potential. With plenty of open space and sunshine most days of the year, the Imperial Valley has been described as ideal for solar and wind development. The 17 existing geothermal plants, generating about 500 megawatts of electricity, are located in several of Imperial Valley's Known Geothermal Resource Areas, which are "considered by many to be the best opportunity for growth in California in the near term" (Geothermal Energy Association).

Since 2008, the Imperial Valley Economic Development Corporation (IVEDC) has hosted the annual Imperial Valley Renewable Energy Summit to drive the green energy economy forward. Continued development and increasing demand for renewable energy production have proven Imperial County is a leader in renewable energy generation.

IID's Transmission Projects

As a load-serving entity that operates one of five balancing authorities in the state, IID's transmission system connects to the California Independent System Operator (CAISO)/Southern California Edison to the north, CAISO/San Diego Gas and Electric to the west and Western Area Power Administration/Arizona Public Service to the east.

IID is currently reassessing its transmission plan to ensure the continued export of renewable energy from its service area to other parts of the state and the Southwest region, while strengthening its balancing authority and meeting federal and state regulations. IID is also an active participant in California’s Renewable Energy Transmission Initiative 2.0, which aims to “identify potential transmission opportunities that could access and integrate renewable energy with the most environmental, economic and community benefits.”¹

Policy Driven Projects that Support Senate Bill 350

With tremendous potential to develop high quality solar, wind and geothermal energy within its service territory, IID strongly supports Senate Bill 350, which increases the Renewables Portfolio Standard to 50 percent by 2030. To help the state achieve new RPS requirements, two key projects are planned, the Strategic Transmission Expansion Project and the Desert Southwest Project.

Strategic Transmission Expansion Project

IID’s Strategic Transmission Expansion Project is the district’s major effort to promote renewable energy from its service territory to Southern California’s load centers. The proposed 75-mile, 500kV AC transmission line will provide a strong link between IID, Southern California Edison and the Southern California Grid. To minimize environmental concerns, the proposed project will be constructed along the existing IID/SCE 230kV transmission corridor. The first phase of the STEP will transmit 1,100 MW of energy.

IID has submitted the STEP proposal to CAISO for review and approval.

Desert Southwest Project

The Desert Southwest Project is a proposed 118-mile transmission line with 1,200 to 1,500 MW transfer capability. The single-circuit 500kV transmission line will stretch from the new Keim Substation near Blythe, California, to SCE Devers Substation in North Palm

¹ “Renewable Energy Transmission Initiative (RETI) 2.0. California Energy Commission. 2016. <<http://www.energy.ca.gov/reti/>>

Springs, California. Originally submitted to CAISO in 2008, IID is planning to resubmit the project during CAISO's 2016-2017 transmission planning cycle.

Future Economic-Based Transmission Projects

IID is working with neighboring utilities to explore new transmission projects to increase its exposure, further strengthen its transmission system through additional tie lines and find opportunities to export highly economical renewable energy to neighboring areas that will produce economic benefits for its ratepayers. Such projects include the HANG2-Pilot Knob and the IID/CFE transmission lines.

HANG2-Pilot Knob Transmission Line

IID's participation in the Hassayampa-North Gila Line No. 2 (HANG2) fits perfectly with the Strategic Transmission Expansion Plan as the district will be able to import 240 megawatts of generation resources from the Palo Verde marketing hub and export 1,200 megawatts of renewable generation resources from IID's service area to Arizona/New Mexico.

IID is presently conducting studies to build a new transmission line between North Gila Substation (Arizona) and IID's Pilot Knob Substation (HANG2-Pilot Knob) to bring IID's 20 percent share of power on the 500kV HANG2 into the IID system. These studies are expected to be completed in 2016.

IID-CFE Transmission Line

The IID and the Comisión Federal de Electricidad / Centro Nacional de Control de la Energía of Mexico are exploring various transmission alternatives to interconnect the two systems for import/export opportunities. The neighboring utilities are working to capitalize on Mexico's recent comprehensive energy reform and the tremendous renewable energy potential within IID's service area.

Rationale

The transmission projects listed above aim to remove barriers that limit the export of geothermal, solar, wind and other renewable technologies located in the Imperial Valley. The proposed STEP and Desert Southwest Projects are reliability and policy-driven projects that would provide significant reliability and economic benefits to all ratepayers. Key is IID retaining control of its highly valued balancing authority for the benefit of its customers.

Due to its strategic location and the considerable renewable resources located within the IID's service territory, improved transmission infrastructure in this region offers a wealth of benefits to a variety of stakeholders in the surrounding regional and interregional transmission area.

Sunrise Powerlink Transmission Line Project

The Sunrise Powerlink Transmission Line Project, a 117-mile, \$1.883 billion 500-kilovolt electric “superhighway” from Imperial County to San Diego with 1,000 megawatt capacity (enough energy for 650,000 homes) was energized on June 17, 2012. This project went through a rigorous permitting process and was ultimately approved by the California Public Utilities Commission in December 2008, U.S. Bureau of Land Management in January 2009 and U.S. Forest Service in July 2010.



Though transmission capacity continues to be an issue, local officials are confident that the region's green energy future will be realized in part with the proposed transmission projects and the Salton Sea Restoration and Renewable Energy Initiative. As a result, the county and educational programs have garnered more than

\$1 million in funding in the last two years for training and renewable energy education development. Renewable energy has been created in the Valley and will continue to be a backbone of economic investment and job growth in the future.

4-1-3-1 Geothermal

Imperial County is currently the second-largest geothermal energy producing county in the nation, generating about 500 megawatts of energy. Some geothermal plants have been in existence for more than three decades, making geothermal the renewable energy industry with proven longevity in the Valley.

CalEnergy Operating Corporation, EnergySource, LLC and Ormat Nevada, Inc. have developed several generating facilities throughout the Valley, with some visible pipes above the surface near Heber, El Centro, and Calipatria that return water to the earth thousands of feet below the surface. Transported by IID, these geothermal resources power the needs of load-serving entities in Southern California and Arizona.





Salton Sea Restoration and Renewable Energy Initiative

The Imperial Irrigation District's Salton Sea Restoration and Renewable Energy Initiative seeks to develop up to 1,700 megawatts of geothermal energy at the Salton Sea, with solar, wind and biofuels projects to potentially follow in subsequent phases.

The Desert Renewable Energy Conservation Plan (DRECP) estimates the Valley's renewable energy generating potential at a minimum of 10,000 megawatts. The Salton Sea itself possesses more geothermal capacity than anywhere else in the nation. An estimated 2,000 megawatts of geothermal energy awaits development, in addition to the 544 megawatts already providing reliable, base load power from facilities at the Salton Sea to California energy consumers.

The U.S. Bureau of Land Management (BLM) and the DRECP have also recognized the area surrounding the Sea as ideal for new solar development. BLM's recently designated West Chocolate Mountains Renewable Energy Evaluation Area includes lands along the Salton Sea designated for solar and geothermal development. Research is also underway to determine how best to develop biofuels from algae found at the nutrient-rich Sea.

In addition to spurring new jobs and economic development in Imperial Valley, unlocking the Salton Sea's renewable energy potential can help meet real and immediate energy needs. California's ambitious 50 percent renewable energy standard requires a significant increase in the amount of clean energy delivered to the grid and, ultimately, energy consumers. The closure in 2013 of the San Onofre nuclear power plant has left a 2,200-megawatt shortage in California's energy supply – an amount that clean, renewable energy from the Salton Sea can help replace.

Crisis at the Salton Sea

Today, the Salton Sea faces a crisis. In recent years, it has developed increasing salinity and other water quality problems that have made it inhospitable to wildlife, recreation and other human uses. The sea elevation has also been receding due to reduce inflows resulting from changing hydrological conditions on the Colorado River system.

After 2017, mitigation flows to the Salton Sea to offset the impact of water transfer will cease, causing the sea to shrink dramatically and hastening its decline in water quality. In addition, a receding sea will expose more than 50,000 acres of lakebed made up of silt and fine-grain soil

particles that contain farm-field sediments. This exposure poses an urgent threat to air quality for residents in the Imperial and Coachella valleys, as desert winds moving across the “playa” will cause fine dust and toxins to become airborne.

Together, these water and air quality issues present imminent public health and environmental risks that must be addressed.

The Salton Sea is the largest inland lake in California, totaling more than 375 square miles in Imperial and Riverside counties. The Sea supports diverse wildlife habitat for over 400 species of birds and serves as a critical link on the 5,000 mile international Pacific Flyway for bird migration.

A Solution for Salton Sea Restoration

In addition to providing a reliable and renewable energy source for California, producing new clean energy at the Salton Sea will also generate much-needed funds for restoration activities, such as wildlife habitat and air quality management. These activities will help address the Sea’s decline, which will reach a tipping point at the end of 2017 when mandated mitigation water inflows cease and hasten water quality and air pollution problems. As an added benefit, renewable energy projects sited on exposed Sea lakebed can help control harmful dust emissions, improving the health of surrounding communities and the environment.

Working in Partnership for Responsible Energy Planning and Development

In order to ensure responsible renewable energy planning and development at the Salton Sea, the Imperial Irrigation District is working closely with local, regional, state, and federal partners to implement the following components of this initiative:

- Designating the Salton Sea area as a renewable energy zone, in concert with Imperial County
- Conducting environmental assessments on the best places to site renewable energy development, in coordination with Imperial County and the DRECP, as well as environmental stakeholders

- Pledging the use of IID land and mineral assets for new renewable energy projects and habitat, and securing a commitment from the federal government to use government-owned lands at and around the Sea for renewable energy development
- Pursuing public-private partnerships with energy developers for new geothermal energy facilities – to potentially be followed by wind, algae and solar energy projects in later stages
- Establishing an “open season” during which renewable energy developers can bid for projects
- Planning and securing funding for a new transmission line with export capacity of up to 1,700 megawatts to deliver renewable energy from Imperial Valley to energy consumers throughout the state.

California’s 10-Year Plan to Protect Health and Habitat

In March 2017, the California Water Resources Agency announced the release of a 10-year plan to protect public health and habitat at the Salton Sea. The plan details the number of acres of lakebed expected to face exposure each year from 2018 through 2028, the number of acres to be covered through proposed construction efforts, and the projected annual costs of the effort. At an estimated total of \$383 million, the costs of the projects needed to cover nearly 30,000 acres of exposed lakebed over the next decade outstrip the currently available funding of roughly \$80 million. But state, federal, regional, tribal and philanthropic agencies will continue to seek funding in their long-term effort to protect air quality and wildlife habitat at the Sea.

The State’s many partners in this effort include the Salton Sea Authority, Imperial County, the Imperial Irrigation District, the South Coast Air Quality Management District, the Water Transfers Joint Powers Authority, the Audubon Society, Coachella Valley Water District, San Diego County Water Authority and the U.S. Bureau of Reclamation.

The habitat and air quality work will help fulfill the goals set forth in a Memorandum of Understanding reached in August 2016 between the U.S. Department of the Interior and the California Natural Resources Agency.²

4-1-3-2

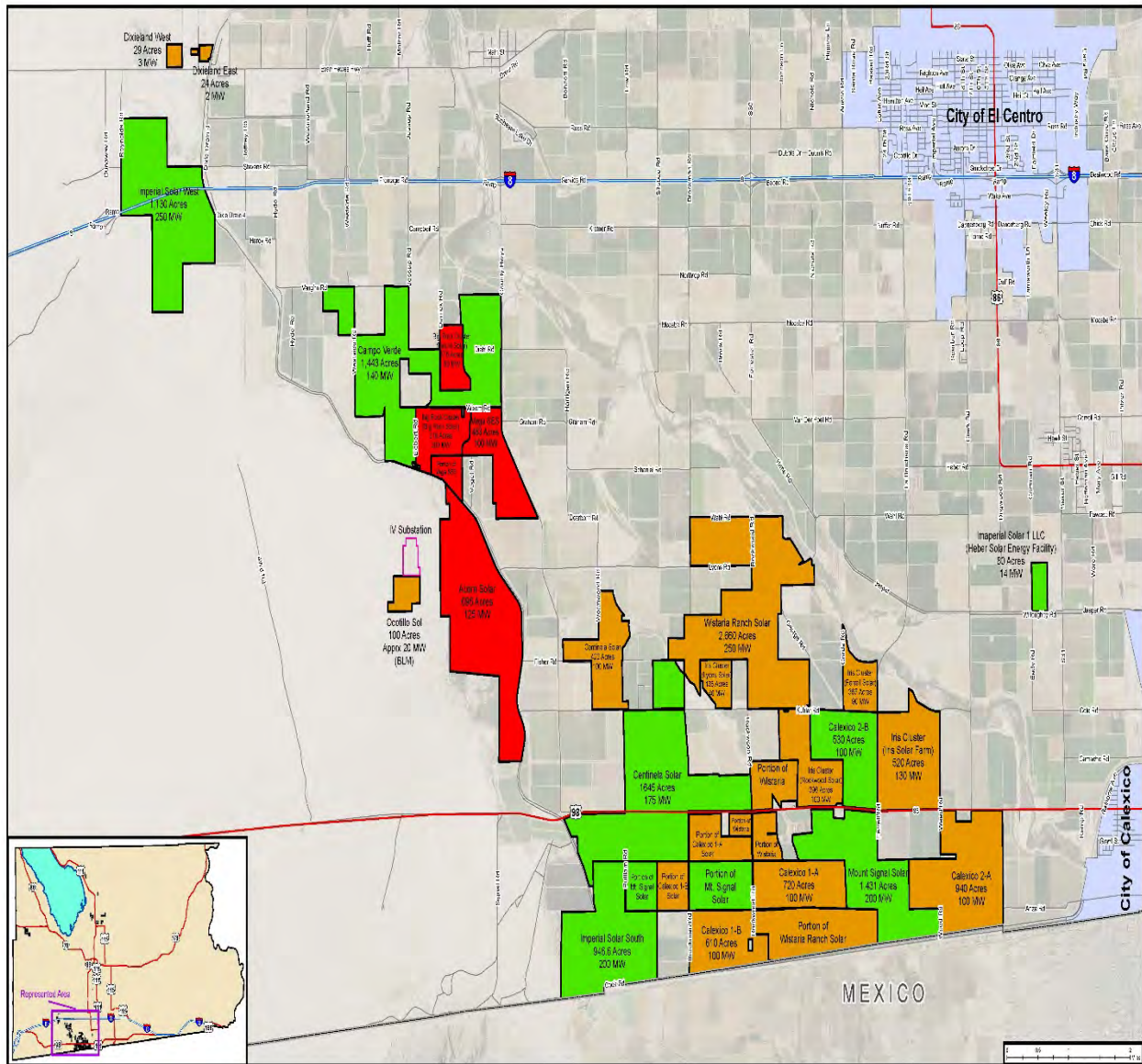
Solar

With more than 300 days of sun each year, Imperial County has grown in solar development in the last five years. SunPeak Solar's, Imperial Valley Solar Company 1, the first utility grade solar facility to be built in Imperial Valley, went online in 2012 and is now powering IID customers.

Numerous proposed facilities, like Centinela Solar Energy have joined other solar developers in transmitting energy through the Sunrise Powerlink transmission line project from the Imperial County Substation to near the coast of San Diego. Overall, there are thirty projects approved with ten in operation in the south end and nine in operation in the northend, creating more than 1,000 construction jobs and over 100 permanent jobs. If all the projects are built, they would generate about 2,500 total megawatts and create over \$8 billion in capital investment.



² Wilcox, Bruce. "Natural Resources Agency Releases 10-Year Plan to Protect Public Health and Habitat at the Salton Sea." California Natural Resources Agency. March 16, 2017. <http://www.iid.com/home/showdocument?id=14277>.



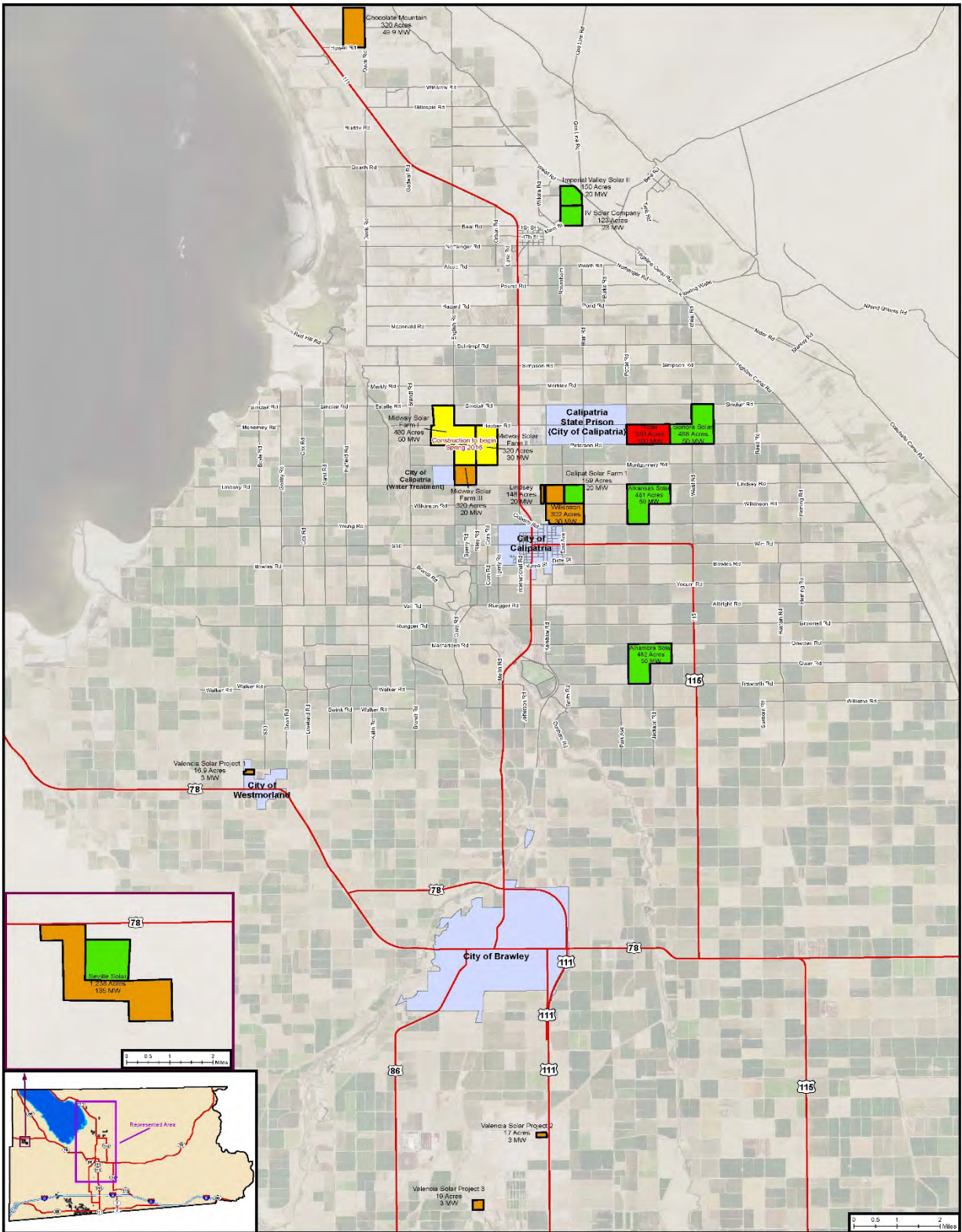
Imperial County Solar Farm Projects South End Projects

Sources: IC Assessors, IC Planning Dept., Aerial NAD 1983, created by Derek Hovland

UPDATED: June 06, 2017

Legend	Project Status
 Cities	 Operational
 IV Substation	 Approved - Under Construction
 Roads	 Approved - Not Built
 US Highways	 Pending Entitlement
 Interstate	





Imperial County Solar Projects North End Projects

Sources: IC Assessors, IC Planning Dept., Aerial NAD 1983 created by Derek Newton

UPDATED: June 05, 2017

US Highways	Project Status
Roads	Operational
Calipatria	Approved - Under Construction
	Approved - Not Built
	Pending Entitlement



4-1-3-3

Wind

The landscape of the Imperial County has plenty of open space, so when the western winds blow from the mountains, it creates an opportunity to harness the wind.

A wind farm, like those seen in the Palm Springs area, has been constructed near the Ocotillo area, dubbed Ocotillo Express Wind Project; the project has built 112 wind turbines. Standing at 400 feet in height, Pattern Energy's 265 MW project was operational in mid-2013. The Ocotillo wind



project is the region's first wind energy facility and located on approximately 12,436 acres of public lands mostly administered by the Bureau of Land Management.

The project is creating many economic development benefits for the region, including the creation of construction and ongoing permanent employment positions, substantial growth in the property tax base, and the economic ripple effect resulting from the project.

4-1-3-4

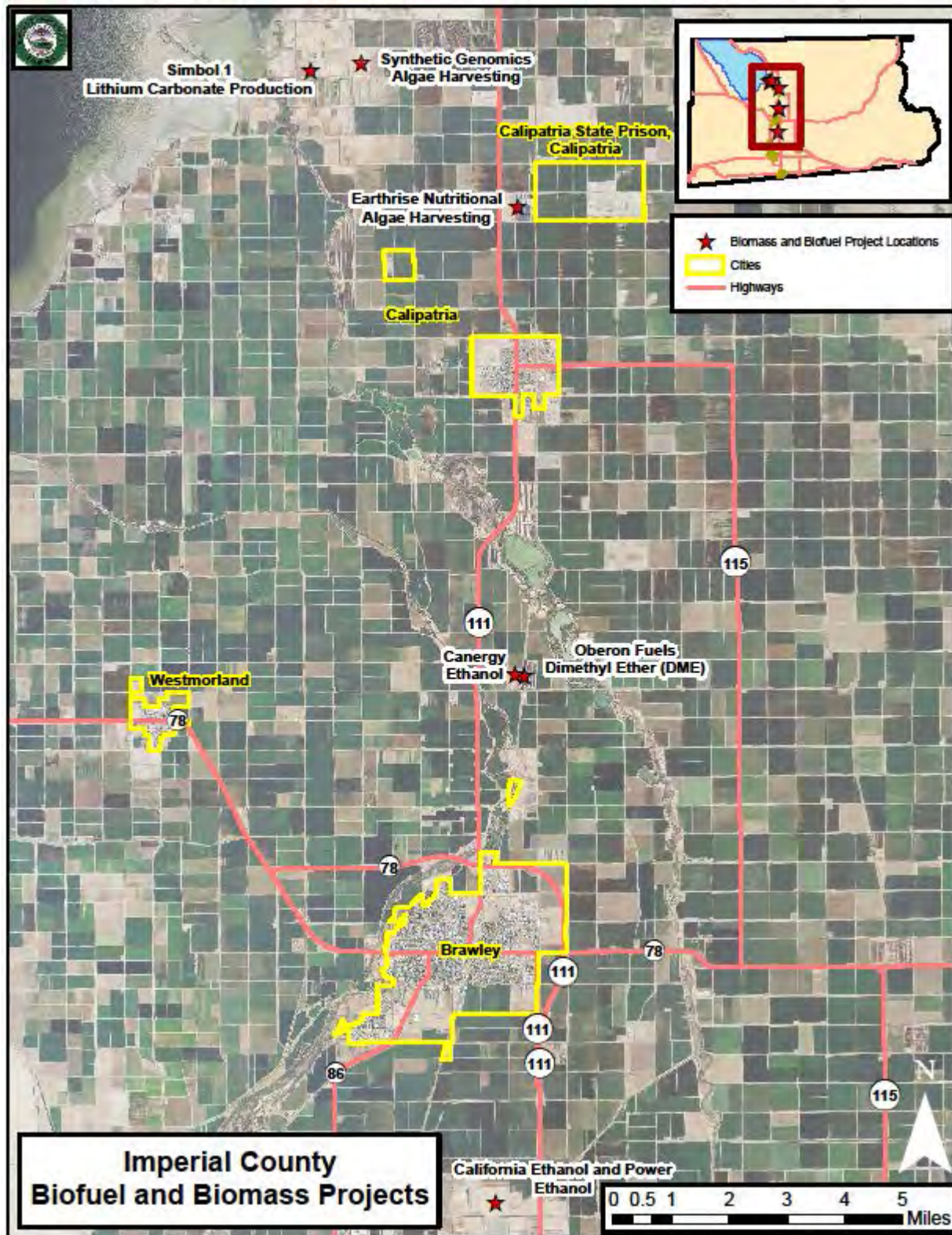
Biofuels/Biomass

The enactment of the Food, Conservation and Energy Act of 2008 encouraged production of advanced biofuels, including mandatory funding payments to support the production of advanced biofuels (biodiesel/cellulosic biofuels). Imperial County's approximate 450,000 acres of gravity-irrigated farmland has positioned the county to not only be a leader in solar and wind energy generation, but also in biofuel and biomass energy production. According to the Renewable Energy Feasibility Study Final Report, the county's technical potential for biomass generation in gigawatt-hours is 699.99.

Since the submittal of the Renewable Energy Feasibility Study Final Report in 2008, Imperial County has seen increased interest in the development of biofuel and biomass facilities. California Ethanol and Power proposes to build a processing plant at the Keystone Industrial Park, which is expected to produce 66 million gallons of ethanol per year from 55,000 acres of locally-grown sugar cane. The plant will also have the capacity to generate up to 50 MW of electricity, produce

biogas and provide about 300 full-time jobs once it is fully operational. In 2016, the IID Board of Directors approved a \$2.5 million grant from the Local Entity to help California Ethanol and Power, LLC in the late stages of development. . Oberon Fuels produces DME (dimethyl ether), a clean-burning, non-toxic, potentially renewable fuel in Imperial County, as well.

The projects mentioned create many economic benefits through the generation of temporary construction and ongoing permanent employment positions.



Imperial County Renewable Energy Projects

4-1-3-5Energy Storage

Imperial Irrigation District's 30-megawatt, 20-megawatt-hour lithium-ion battery storage system went online in October 2016. The lithium-ion battery energy storage system, considered to be one of the largest of its kind in the western United States, was developed to provide stability and mitigate power quality issues as renewable energy resources are integrated into the local grid, allowing the district to further diversify its energy portfolio

Believed to be a first for the energy industry, Imperial Irrigation District successfully demonstrated the emergency black start capability of its state-of-the-art battery energy storage system, further bolstering its value to the organization and the electric grid. IID can now utilize the battery to produce electricity to startup its power plants in the event of an electric system blackout.



In April 2017, survey results released by the Smart Electric Power Alliance ranked IID as No. 1 in the nation for having the most installed energy storage connected to the grid.

4-1-4 Distribution/Warehousing/Transportation

Imperial County has seen limited economic development benefits as a result of the growth of the maquiladora industry. Baja California has positioned itself as a global competitor with regards to business recruitment. Since it is not reasonable that Imperial County compete on a production cost/wage or labor availability scale, it may be in a position to support the operations in Mexicali. In 2007, the value of exports and imports through the Calexico East/Mexicali II POE were \$14.6 billion and in 2050 projections indicate it may grow to \$142 billion (HDR Decision Economic, SANDAG study, March 2010). The county's development area surrounding this border crossing is known as the "Gateway of the Americas." This large Gateway development area has available land for trucking and customs broker operations, warehousing and industrial/light industrial uses.

A series of meetings with various maquiladora association officials and plant operators can help identify the needed logistic facilities and services the Imperial County can provide to support the growth of the maquiladora industry. This activity may include trucking operations, equipment maintenance (trucking, forklift, and machinery repair), warehousing, additional customs professionals, and legal, accounting, and banking services.

4-1-5 Advanced Manufacturing/Assembly

One segment of growth for Imperial County will be advanced manufacturing and assembly. Imperial County participates in the Advanced Manufacturing Partnership for Southern California (AMP SoCal), which collaborates with organizations in both public and private sectors, across government, academia and industry, to strengthen the region's aerospace and defense manufacturing economy. In addition to participating in the AMP SoCal, Imperial County is central to the Southern California and Mexicali, Mexico, aerospace supply chain corridor. Its proximity to these locations places it in the nexus of well-established aerospace companies, such as General Atomics, Gulfstream, Honeywell and Northrop Grumman.

Imperial Valley's proximity to established manufacturers provides the opportunity for the establishment of first through fourth-tier suppliers within the region. The types of companies that will prosper will be homegrown or very small businesses (with less than 25 employees) that relocate to the region. These companies are often characterized as family or individually controlled and their location is predicated upon a desired lifestyle/quality of life for the owners and the

availability of labor. These companies often need access to larger markets without having to pay larger market prices for labor and real estate. Further, they wish to own their own facilities rather than lease.

Finally, they consider themselves too small to manufacture or assemble outside of the United States. These companies often help develop regional leadership and are often the targets of other regions and even countries to relocate or reposition manufacturing.



4-1-6 Tourism

Each year, millions of people from San Diego, Los Angeles, Riverside County and beyond visit the Imperial Sand Dunes to enjoy and experience the dunes. During the fall to spring months, visitors from colder northern climates migrate to Imperial County to enjoy the mild winter weather and participate in activities, such as golfing, cycling, water-skiing, fishing and shopping. Seeking sunny winter areas with outdoor activities, the baby boomers, many with disposable income, are reaching retirement age and are considered the most active retirees in history. Expansion of tourism to winter visitors is an economic development strategy with tremendous economic potential.

Imperial County is recognized as one of the “best birding habitats in Southern California.” In past years, thousands of bird watchers traveled from as far away as British Columbia to attend the International Bird Festival featuring Salton Sea, Imperial County and the Mexicali/San Felipe region.

The restoration of the Salton Sea would be one of the single greatest strategies for improving the economy in the Imperial County. There exists outside the Imperial County a population of investors and homebuyers seeking water-front properties and access, especially a body of water located within two to three hours of San Diego-Orange-Los Angeles counties, home to over 10 million people. It does not take a great vision to understand the potential for housing and recreation development along the shores of the Salton Sea. The Salton Sea Restoration and Renewable Energy Initiative offers a realistic economic development and environmental mitigation strategy for the Sea.

Additional tourism for Imperial County is that of Indian gaming. Efforts to bring tribal gaming into the northwest, southeast and south central areas of the region have been discussed and feasibility studies have been suggested.

4-1-7 Data Centers | Contact & Business Process Outsourcing Centers

Over the past five years, an increasing number of companies are looking to locate Information Technology (IT) and Business Process Outsourcing (BPO) service delivery centers in the U.S., particularly within lower cost locations, mid-size metropolitan areas and rural communities. This is driven by a number of factors, such as the desire to be closer to customers, quality issues with overseas locations and increased U.S. regulation. Imperial County is an ideal low-cost U.S. location for the BPO and contact center industry. Aside from achieving cost efficiencies, companies will benefit from the following: a multicultural and bilingual workforce, low turnover rates and proximity to major U.S. markets, including San Diego and Los Angeles, California.

According to U. S. Department Of Energy statistics, data center electricity use doubled between 2001 - 2006, from 30 to 60 billion kilowatt-hours of electricity, and stood at about 100 billion kilowatt-hours of electricity as of 2013. Already, there are about 3 million data centers in the U.S.,

amounting to about one center per 100 people in the country, and is expected to continue to grow as more computing applications for large and small companies are moved to such facilities

Imperial County, California, is an untapped opportunity for the data center industry. Coupled with competitive energy rates, inexpensive Colorado River water resources, affordable real estate, fiber connectivity and low natural disaster risk, Imperial County is assuredly the next best location for data center development. As Imperial County leads the state in renewable energy resources, data centers will also have the opportunity to procure and use green, reliable power.

4-1-8 Construction Materials

Imperial County is home to one of the largest gypsum plants in the country, which is owned by U.S. Gypsum, a company that manufactures more than half of the drywall in the United States. The source of the gypsum is the Fish Creek mine, connected to the plant by a railway. In 2001, a \$105 million gypsum wallboard plant was added to the facility. In 2015, U.S. Gypsum re-commissioned Line 1 in the Plaster City facility. The project's capital investment was projected to be between \$30 million to \$40 million and created an initial 20 jobs with 80 additional jobs expected by 2020. The jobs created are high-wage with salaries as high as \$26 per hour. In addition to wall board manufacturing, Imperial County is a supplier of construction aggregate materials, including sand and gravel.

4-2 Opportunities for Workforce Training and Economic Development

Companies within the key industries require a variety of skilled and semi-skilled workers to remain profitable in the global marketplace. The strategy identifies several key sectors and the major job categories necessary to attract industry.

Also described is the general education or technical training required to qualify the local workforce. It should be noted that almost all technical, professional, business or customer service jobs insist the workforce have the ability to effectively communicate in English, both in written and verbal form, along with a basic understanding of mathematics and business etiquette. On May 1, 2017, the California State Board approved the Imperial County Workforce Development Board's Local Plan (2017-2020).

The Local Plan identifies obstacles encountered by the workforce, which include:

- limited or no access to transportation;
- limited access to affordable training and education;
- housing issues or homelessness; and
- child care needs.

Local organizations are addressing these obstacles through the support of workforce development training and educational programs.

Each of the identified job categories below (Sections 4-2-1 through 4-2-5) is a reasonable match for the workforce of Imperial County. Various educational and technical training opportunities are available to develop the specific skill sets for members of the region's workforce. Based on current demographics and education levels, the following five career fields represent the most likely economic prosperity for Imperial County over the next five years:

4-2-1 Renewable Energy Generation

The general population growth in the western and southwestern United States will propel a long-term and increasing demand for energy. Imperial County has long been able to produce energy through geothermal activity and is now becoming renowned on a world level as an incubator for renewable energy. The current existence of emerging wind and solar technologies should help create additional opportunities in that which are considered to be very technical, and therefore, higher paying positions. There are two potentials for Imperial County with respect to these jobs:

- Education/Training/Hiring from within the region, thereby creating a new class of worker that is spending and investing locally. San Diego State University's Imperial Valley campus (SDSU-IV) has taken the lead. The campus's Center for Energy Sustainability now offers a certificate program in Renewable Energy Fundamentals and academic courses, such as Water and Energy Resource Management. SDSU-IV is developing both online and traditional courses on such topics as federal and state energy policy; energy consumption and efficiency analysis; leadership and management skills for energy organizations; and systems analysis and project management skills. The campus is also moving rapidly toward implementing an Environmental Studies major.

Imperial Valley College (IVC) offers a wide range of career technical opportunities for residents that want to complete training locally. IVC's nursing program is accredited by the California Board of Registered Nursing and California Board of Vocational Nurse and Psychiatric Examiners. Residents wanting a career in law enforcement can also complete an Associate Degree in Administration of Justice and levels II and III of the Peace Officer Standards Training (POST) academy. A wide range of programs are available in Industrial Technology, including the National Automotive Technicians Education Foundation (NATEF) accredited Automotive Technology, Air-Conditioning and Refrigeration Technology, Welding Technology, Building Construction Technology, and more. IVC is

preparing the solar technicians of tomorrow by offering the Alternative Energy Certificate Program and the Solar Photovoltaic and Thermal Technician Certificate Program. The Solar Photovoltaic and Thermal Technician Program prepares students for the North American Board of Certified Energy Practitioners (NABCEP) examination, which is the most recognized certification for solar professionals in the field of renewable energy.

- Importing skilled labor for these positions also means importing new money. Often times, this will also result in spousal relocation, which may result in additional professional labor available for other professions (reversed brain drain). Educational levels desired to qualify based on job type: High School Diploma/GED with technical training to advanced engineering/management degree.

4-2-2 Agribusiness

According to the 2015 Agricultural Crop and Livestock Report, the total Imperial County gross agricultural production value in 2015 was \$1.92 billion. This is a 3.57 percent increase compared to the 2014 gross value of \$1.8 billion. The reason for this increase came from mainly winter vegetables harvested earlier that year due to early warm weather, which left gaps in the supply chain and drove prices up later in the season. Livestock production increased, reflecting higher numbers of cattle and sheep along with higher market prices. This growth is creating opportunities in a variety of agricultural fields, including: farming, ranching, veterinarian medicine, general laborers, mechanics and diesel mechanics. Educational levels desired to qualify based on job type: High School Diploma/GED with technical training to advance for specialized veterinarian medicine and engineering/management degrees.

4-2-3 Medical and Medical Support

The growth of Imperial County is demanding an increase in the amount of medical services provided. This demand is creating opportunities in a variety of medical fields including doctors, nurses, certified nurse assistants, phlebotomist, environmental health technicians (EHT), emergency medical technicians, and technical support staff, such as intake personnel. Educational levels desired to qualify: high school diploma for entry-level support through advanced doctoral for specialized medicine.

4-2-4 Warehouse/Distribution/Transportation

It is reasonable that the region can position itself to warehouse products pre- and post-maquiladora manipulation. The types of positions that come with these activities include: truck drivers, material handlers, forklift operators, warehouse managers/supervisors, shipping and receiving, data input, purchasing and inventory staff. Educational levels range according to occupation, from possessing a high school diploma or general education diploma (GED), to obtaining a commercial driver's license (CDL) from the state of residence for transportation positions. As for inventory-type positions, these may require a certificate of completion from an accredited training provider.

4-2-5 General Customer Service (for all positions)

It was stated by numerous participants in this process that retail and service personnel throughout the region lack basic customer service skills. A competitive economy demands that customers receive the highest level of service available. It then follows that IVROP, IVC, WDB or other training providers partner with major retailers, automotive dealerships and other businesses to provide direct customer service training. A short-term academy would allow for the continuous training of thousands of workers per year. On May 24, 2017, Imperial County Workforce Development Board approved a Customized Training Policy that will provide the opportunity for employers to enhance, improve, and/or refresh soft skills.

4-3 Quality of Life

A community's ability to offer a high standard of health, comfort, and happiness contributes to the overall quality of life and can set the stage for retaining and attracting top talent, companies and community resources, making it an essential community investment. Many communities and regions spend hundreds of millions of dollars each year marketing and advertising their respective community as the ideal place to live, work, and find entertainment. Over the past 10 years, Imperial County has seen an improved quality of life with the addition of retail and entertainment developments.

Imperial County offers certain intangible advantages, characteristic to the region, to perspective residents and businesses. These were stated by regional participants during the interview process. Most notable, the following were included:

- a. *Binational Culture:* Imperial County is located directly north of the U.S.-Mexico border, and shares the border with the Mexican state capital city of Mexicali, Baja California, Mexico. This allows residents and visitors of Imperial County a chance to experience the culture of another country, including their politics, businesses, traditions, food, and entertainment.
- b. *Small Town Atmosphere:* Although geographically large, extending over 4,597 square miles, Imperial County is considered a small or rural area, which has resulted in a very close-knit community.



c. *Blue-Collar Work Ethic:* A term commonly used to describe cities in the American Midwest; the Imperial County's primarily agriculture based economy lends itself to a strong work ethic and deep-rooted values. Part of acquiring a high quality of life centers around the work ethic in a region, and its close-knit community encourages residents to value work. A high value placed on hard work



and guidance by ethics provides long-term benefits to residents, visitors, and potential investors in the region.

d. *Executive or Move-Up Housing:* As additional wealth is created and the region becomes more urbanized, there will be an increased demand for executive or “move-up” style housing. This can be observed with the development of larger homes with greater amenities or private communities that offer golf or other recreational activities.

e. *Performing Arts:* A larger number of persons interviewed spoke of a need to bring more arts-based activities to the region, and noted the lack of a regional performing arts center in the Imperial County. Annual performance events are presented at the Jimmie Cannon Theater for the Performing Arts at Southwest High School, Palmer Auditorium at Brawley Union High School, and Rodney Auditorium at San Diego State University. In addition, the Brawley Playhouse Theatre, a 1920s movie theatre, is being restored and will be available for community performing arts. Existing Arts & Culture activities in Imperial Valley include: the Imperial Valley Symphony, Imperial Valley Choral Society, Jimmie Cannon's Valley Jazz and theatre performances coordinated by the North County Coalition of the Arts.

f. *Increased Medical Facilities and Specialists:* Imperial County has worked arduously in providing an adequate healthcare system for its residents. As previously mentioned, there are two hospitals in the region: El Centro Regional Medical Center (ECRMC), and Pioneers Memorial



Hospital Healthcare District (PMHD) in Brawley. ECRMC has rural health clinic in the cities of Calexico and El Centro; whereas, PMHD has rural health clinics in the cities of Calexico and Brawley. In an effort to bolster health services in Imperial County, both healthcare institutions have teamed with medical centers from San Diego to better serve the residents of the area. Recently, PMHD became an affiliate of

the Scripps Health Network, while ECRMC affiliated with University of California San Diego Health Care Network and is in partnership with Rady Children's Hospital in San Diego. In addition, Imperial County has several Clinicas de Salud del Pueblo and private practitioner clinics throughout the area. PMHD is the only hospital in Imperial County to be Det Norske Veritas (DNV) certified by the prestigious International Organization for Standardization (ISO) 9001; 2008 Quality Management System – the most widely accepted management system used throughout the world. ECRMC operates a state-of-the-art Oncology and



Hematology Center in El Centro, where patients have access to medical and radiation oncology services.. Radiation Oncology services are also available at PMHD through its Cancer Institute, which offers services in El Centro, also. The University of California San Diego and Health Vantage Oncology, through a joint venture, will operate Imperial Valley Radiation Oncology to bring advanced cancer care to Imperial County. New medical facilities are planned for Imperial County to better serve the health needs of the residents. There is a 7,600-square-foot outpatient surgery center that is under construction in the City of Imperial. There is a proposed skilled nursing facility that will include a dementia wing and a specialized trauma hospital. The county continues to be a Health Professional Shortage Area (HPSA) and lacks specialized health care services (including health specialists). As the overall population of the United States continues to age, and life spans continue to increase, the issue of the quality and availability of healthcare will become more important for future generations.

Imperial Valley College offers Associate of Science (AS) degrees in Registered Nursing (RN) and Vocational Nursing (LVN), while San Diego State University – Imperial Valley Campus offers a Bachelor of Science (BS) degree in Registered Nursing (RN) to licensed California registered nurses.



g. *Entertainment:* Imperial County hosts a plethora of events ranging from cultural festivals, airport aviation days, to professional rodeos. County residents are able to partake in these unique events without having to leave the area. Imperial County has annual community events that are hosted by the local chambers of commerce, community organizations, educational institutions, and non-profit organizations. These events include parades, cook-offs, farmer's markets, concerts, Independence Day celebrations, the Cattle Call Rodeo, and the California Mid-Winter Fair & Fiesta. Additionally, every spring, Naval Air Facility El Centro hosts an air show featuring the U.S. Navy's flight demonstration team, the Blue Angels. Local venues, such as restaurants, movie theaters, the Brunswick Zone bowling alley, and sports bars are all part of our community's opportunities for fun and entertainment. Imperial County is also within a two-hour drive of San Diego, a major metropolitan Southern California city, where residents can travel to enjoy the many amenities available, including concerts, sporting events, luxury hotels and dining, Pacific coast beaches, and water sports and activities in San Diego Bay and the Pacific Ocean.



h. *Formal/Fine Dining Restaurants:* Recently, Imperial County's retail growth has brought formal and fine dining restaurants to the region. Various locally-owned restaurants are available for family gathering, entertainment, or business meetings. The development of additional retail power centers and the continued development of the regional mall have provided ample opportunity for mid-priced, popular chain restaurants, such as Chili's, Famous Dave's, and Olive Garden. Most recently, the valley's palate has grown to include a taste for artisan cuisine, including the addition of the Inferno located in Brawley.

i. *Local Park(s):* Local community parks are located independently within each city's . The City of El Centro manages Bucklin Park, which is used often by residents for social events, such as family picnics, birthday parties, or exercising. Within the last few years, the City of El Centro inaugurated the Sidewinder Skate Park and the Conrad Harrison Youth Center and the Martin L. King, Jr. Sports Pavilion. Moreover, the City of El Centro is working on the plan specifications for a new park located near the city's third fire station. In the City of Calexico, a new park was established to provide a play area for children of all ages and supports sports events for the local youth. The City of Imperial has 48.52 acres of parks and open spaces and includes a splash pad at Eager Park and is home to the first dog park in Imperial Valley. The City of Brawley has 17 parks, a public swimming pool and various other recreation fields and courts. Brawley was the first city in Imperial Valley to open a skate park.

j. *Golf Courses:* Four golf courses are available throughout the Imperial County, open to anyone to enjoy a day of golfing with family and friends. The region is considering adding additional golf courses, which could help the region attract tourists from across the nation, as the area's mild winter and spring months could lead it to become a major golfing destination.

k. *Facilities and Activities for Active Adults:* The growing population of active adults (defined as ages 55 and older) has geared the region's focus on the need for activities, housing development, and improved medical facilities for this population. In addition, people living in surrounding regions often choose to retire in Imperial County. Thus, the demand for a variety of facilities and activities directed toward this group is a focus for future development. There are senior centers, which offer meals, exercise classes, and recreational activities, at various sites within the county. Medical facilities have been focusing on improving their services, while the County has set a goal of developing low-income and senior housing. In addition, the City of El Centro is working on constructing a senior center that will allow this target population to carry out desired activities.

l. *Outdoor Recreation:* The Imperial Sand Dunes are one of the county's most striking features with a 40-mile-long expanse creating stunning views and unique backdrops for films and television commercials. In 2013, there were a reported 1.01 million off-road enthusiasts and visitors that flocked to the Imperial Sand Dunesⁱ.

The County of Imperial recently renovated Sunbeam Lake Park, adding water features that provide relief to local families from the sweltering summer months, , as well as a toddler playground, soccer field, baseball field, picnic areas, and an off-road sport bicycle facility. About 60 miles east of El Centro, CA, water sport enthusiasts can experience adventures along the Colorado River. Hunters can take advantage of well-established hunting areas that have made Imperial County a top dove hunting destination.

Home of the Salton Sea and Sonny Bono Wildlife Refuge, a critical stop for migratory birds on the Pacific and Central Flyways, draws year-round bird watching enthusiasts from around the globe. Bird watching also takes place at Finney and Ramer Lakes and Fig Lagoon. The region's unique geology, making it a hotbed for geothermal energy generation, creates unique-cone-shaped mud volcanoes, known as *fumaroles*, which bubble viscous mud. These unique formations provide an opportunity for educational outings to explore the valley's geology.

m. Museums and Historic Sites: Pioneers Museum – Imperial Valley's best keep secret, preserves the vision and journey of the pioneers who saw Imperial Valley's potential and made it what it is today. It houses historical data on showcases those who first brought water to the Valley and relics of early settlers that were escaping the Dust Bowl. The Imperial Valley Desert Museum is a new facility in the heart of the Yuha Desert housing Native American and historic artifacts collected from within the Imperial Valley.

Imperial Valley historic sites include: the Old Post Office Pavilion, which is one of the last Beaux Arts-style public structures in the United States, as well as various historic landmarks, such as: Landmark No. 1034 – Tecolote Rancho Site, where the prolific author, Harold Bell Wright, penned, *The Winning of Barbara Worth*; Historic Landmark No. 182 – Tumoco Mines, the site where Pete Walters of Ogilby discovered the first gold vein at Gold Rock on January 6, 1884; and Historic Landmark No. 845 – Historic Plank Road, this unique plank road, originally seven miles long, was the only means early motorists had of crossing the Imperial Sand Dunes.

ⁱ Yuma Sun Newspaper. Posted Sunday, March 2, 2014 5:15 am.

4-4 Incentives and Designations

Incentive zones can play an important role in enticing companies to make additional economic investments through expansion and/or relocation. Imperial County is a growing county in the State of California offering a vast number of business opportunities, along with a large number of trade possibilities.

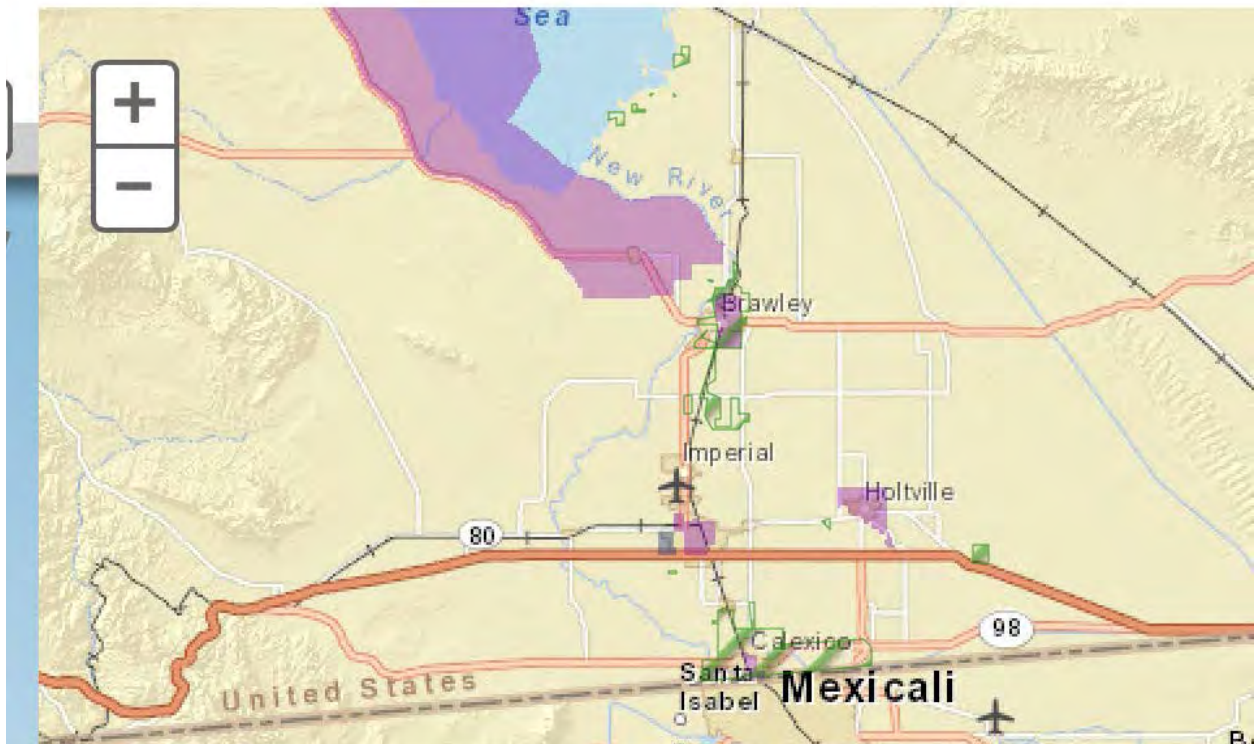
There are several state and federal initiatives in the Imperial County that promote economic development through incentives to employers. These incentives are available for qualifying existing and new businesses.

Governor's Economic Development Initiative

With the repeal of the Enterprise Zone program, California replaced the tax credits with a three-pronged approach to economic development for which many businesses in Imperial County are eligible.

- *Manufacturers Sales Tax Exemption* - Businesses that are engaged in manufacturing or certain types of research and development are eligible to apply to the California Board of Equalization for an exemption on the state portion of sales tax (4.19 percent) for the purchase of equipment essential for their business. This incentive tax is effective July 1, 2014, and will sunset in 2022.
- *California Competes Tax Credit Fund* - Businesses who want to come, stay, or grow in California may apply to the Governor's Office of Economic Development (Go-Biz) for tax credits that can be used for up to six years to offset California Income Tax. Each fiscal year, Go-Biz will have application windows for a set pool of available credits. Businesses may apply and be evaluated based upon job creation, economic impact to the state, and other factors to be granted tax credits. Special allowances are available in areas of high poverty and high unemployment to which Imperial County qualifies. Small businesses, defined as those with under \$2 million in gross receipts, have 25 percent of the pool set aside for their benefit and use.

- *New Employment Credit* - A business that locates in designated Economically Disadvantaged Areas of California (former Enterprise Zones and census tracts with high poverty and unemployment) are eligible for a tax credit for hiring eligible employees. Imperial County has a number of eligible census tracts and the former Enterprise Zone areas. A business that creates a “net new job,” can reserve a tax credit with the Franchise Tax Board within 30 days of hiring the employee. The net new job increases the overall full-time employee count from the prior tax year by hiring a full-time employee who works at least 35 hours per week, meets the defined eligibility criteria, and is paid over 150 percent of minimum wage. This is a tax credit that can offset any income tax with the State of California. The following is a map of eligible areas in Imperial County.



Imperial Valley Foreign Trade Zone

As of March 01, 2017, Foreign Trade Zone 257 (FTZ) was approved to reorganize under the alternative site framework (ASF). This designation allows zones to use quicker and less complex procedures to designate new foreign trade zone areas and will enable the FTZ to quickly designate up to 2,000 acres in the future. The original FTZ sites will remain in effect under the ASF but will have to comply with the ASF sunset provisions for magnet sites which state that any FTZ zones not activated and usage-driven sites not admitted for bona fide customs purpose be terminated. These provisions would affect sites 1-5 and 7-14 for non-activation by March 31, 2022 and sites 6, 15, and 16 for lack of *bona fide* customs purpose by March 31, 2020. However, under the ASF, quick re-designation would be allowed as needed to accommodate potential operators.

An FTZ provides incentives for domestic manufacturers that utilize imported raw materials and are located inside the designated areas of the foreign trade zone. These areas are considered outside the United States by U.S. Customs. Materials or merchandise imported into the zone are excluded from customs duty and excise taxes until they leave the FTZ. Materials and goods exported outside the U.S. are duty free. Additional benefits include:

- reduced tariffs;
- duty exemptions;
- duty elimination on waste, scrap, and yield loss; and
- weekly entry fee savings; and duty deferral.



The goals of the Imperial Valley Foreign Trade Zone include:

- the expedition and encouragement of foreign commerce;
- encouragement of commercial and industrial operations in the United States that would otherwise have been conducted abroad for customs reasons (including export activity);



- providing a special customs-related service to the business community, giving them greater flexibility in the customs phase of their international competitiveness; and
- helping to create and retain employment, rather than diverting it from one region of the country to another.

HUB Zone

In order to stimulate job creation in historically underutilized business (HUB) areas, the Small Business Administration introduced HUB Zones. Small businesses operating within HUB Zones receive federal contract preferences. Boundaries of the HUBZone continue to change. To identify if a location falls within one of the existing zones please visit

www. <http://map.sba.gov/hubzone/maps/>. .

New Markets Tax Credits (NMTC)

The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.

EB-5 Program

The U.S. Citizenship and Immigration Services (USCIS) administer the Immigrant Investor Program, also known as EB-5. The EB-5 was created by Congress in 1990 to stimulate the U.S. economy through job creation and capital investment by foreign investors. In addition, certain EB-5 visas are also set aside for investors in regional centers designated by USCIS based on proposals for promoting growth. All EB-5 investors must invest in a new commercial enterprise.

The job creation requirements are to create or preserve at least 10 full-time jobs for qualifying U.S. workers within two years. Normally, the required minimum investment in the U.S. is \$1 million. However, if a business is targeting a high unemployment or rural area, which includes Imperial County, the minimum investment in the U.S. is \$500,000. Imperial County now has three regional centers designated by USCIS: the Imperial Regional Center, YK America Regional Center, LLC, and the Alliance Regional Center.

Recycling Market Development Zone

The Recycling Market Development Zone (RMDZ) Program was established by the state in 1992 to combine recycling materials with business development; this includes existing business, as well as expansion of businesses.

Incentives for business include low interest loans up to \$2 million per project to be used for equipment, leasehold improvements, purchase recycled raw materials, inventory and acquire owner-occupied commercial real property. Real estate is limited to \$1 million and businesses also receive free technical assistance. There are over 100 companies in California that received low interest loans through the RMDZ and hundreds more that have been assisted by the RMDZ program in other ways that did not include a loan.

The establishment of local markets for recycled materials would benefit Imperial County and provide new alternatives for the disposal of solid waste, which helps diversion rates.



4-5 Military

Naval Air Facility El Centro (NAF EC) provides combat and readiness training to active and reserve aviation units for the Navy's operating and training forces, other U.S. forces and allied units. NAF EC plays a key role in initial and refresher aviation training. The combination of a unique climate, vast unobstructed desert terrain, limited non-military air traffic and the availability of dedicated gunnery and bomb ranges makes NAF EC an ideal environment for aerial combat maneuvering, air-air gunnery, bombing practice, Field Carrier Landing Practice, electronic warfare training, and low-level training.

NAF El Centro represents a stable source of economic stimulus to the surrounding region in the form of good-paying jobs, housing and retail demand, local expenditures for supplies and support services, and related economic activity that ripples through a wide range of economic sectors. The majority of the local and regional economic benefits that can be attributed to the Navy's presence at NAF El Centro occur within Imperial County.

The bullet points below summarize the NAF El Centro's impact on the regional economy of Imperial County during its fiscal year October 2009 to September 2010. The total estimated economic impacts include the direct effects of employment and income; personal spending by employees and transient visitors; local contract expenditures to support Navy operations; and corresponding direct and indirect economic effects estimated using a regional economic impact model.

In FY 2010, NAF EC produced \$105 million in economic benefits to Imperial County, plus \$4.8 million in federal taxes for an overall economic impact of \$110 million. These contributions included:

- over \$77 million in industrial output - \$54.2 million from operations, \$11.6 million from payroll, and \$11.3 million from visitor spending by transient personnel;
- almost \$24 million in direct payroll expenditures – for military and civilian personnel;



Section 5. Vision, Goals, Objectives, and Implementation

5-1 Vision Statement

To develop and strengthen economic development, and to provide a sustainable and healthy environment for the residents of Imperial County by providing training, job opportunities, a sustainable environment, and planning and delivery of transportation services to improve economic self-sufficiency, with an emphasis on Imperial County Target Areas. The County's economy will be balanced and diversified amongst a variety of sectors, while maintaining its agricultural heritage. The Imperial County region will be fully integrated into the world economy by maximizing the advantages offered by its border location and abundant renewable resources.

5-2 Goals, Objectives and Implementation Plan

The goals outlined in this section are based on the vision statement and are intended to provide specific direction for the development of strategies and actions. The following goals and objectives are based on the analysis of existing conditions and the strengths, weaknesses, opportunities and threats identified during the research process. According to the Comprehensive Economic Development Strategy (CEDS) guidelines from the U.S. Economic Development Administration, goals are broad, primary regional expectations. The Guide to Community Visioning recommends that broad goals be identified before moving too quickly to identifying specific projects: "This step in the process helps provide a tighter link between the vision and the action plan that will be developed. Without a set of goals, communities may identify specific projects that are not related to the vision established earlier in the process."

5-2-1 Economic Development

Goal 1: Strengthen Imperial County's economy by promoting a balanced, yet diversified regional economic base. Investment and employment in Imperial County should be as diverse as possible without excessive concentration in one particular segment of the economy.

Objective 1.1

Continue support of a County-wide regional agency which would be dedicated and responsible for the promotion of economic development in Imperial County.

Objective 1.2

Implement a coordinated regional marketing and promotional activities. Promote location and proximity to metropolitan areas and other markets.

Objective 1.3

Improve the quality of developable land that will result in the attraction of new and expanding existing business and industrial firms and creation of jobs in Imperial County.



Objective 1.4

Continue to promote industrial development in areas suitable for this type of activity.

Objective 1.5

Encourage coordinated land use planning efforts amongst the various jurisdictions to ensure that industrial and commercial zoning areas are located within easy access of transportation (air, land and rail) corridors.

Objective 1.6

Promote the availability of low cost resources such as labor, land, electrical power and water as compared to other areas.

Objective 1.7

Increase the scope of financial incentives available to firms for the financing of business expansion and product development. Explore the viability of Employment Training Panel (ETP)'s, Industrial Development Bonds (IDB), and other financing options through the Small Business Administration (SBA) and Community Development Corporation (CDC).

Objective 1.8

Develop finance mechanisms geared to assist small and/or new businesses in acquiring capital for expansion or new building construction. Continue to expand small business revolving loan fund and microenterprise programs. Continue to utilize those incentives available through the enterprise zone, foreign trade zone, manufacturing enhancement area, hub zone, etc.

Objective 1.9

Work with university and community college partners to secure financing for new physical and programmatic infrastructure that will serve the renewable energy industry in Imperial County

Objective 1.10

Promote the expanding electrical infrastructure developed to serve independent power producer needs and long-term population needs.

Economic Development Implementation

Implementation Strategy 1.1:

The OEDC will assist in the development, coordination, and implementation of marketing activities for Imperial County.

Implementation Strategy 1.2:

The OEDC will encourage the participation of smaller communities in the implementation of regional economic development activities.

5-2-2 Infrastructure

Goal 2: Support the development and expansion of infrastructure activities to promote regional economic development.

Numerous opportunities exist for economic growth in the region, but commercial and industrial development is largely achieved through the expansion of infrastructure facilities to prepare land for development.

Objective 2.1

Construct necessary public works to commercial and industrial areas with potential for development and for improved or expanded services.

Objective 2.2

Develop infrastructure that provides regional connectivity as a means of ensuring a redundant backup system.

Objective 2.3

Improve transportation corridors in Imperial County and continue to pursue state and federal resources for the expansion and improvement of our highway infrastructure to support economic development.

Objective 2.4

Develop transportation (air, land, and rail) projects that seek to enhance the efficient movement of goods and people. Improve the transportation connections between Imperial County, San Diego County, Riverside County, Arizona, and beyond.

Objective 2.5

Develop transportation projects linking Imperial County's institutions of higher education: SDSU-IV's Calexico and Brawley campuses, and Imperial Valley College.

Objective 2.6

Increase the technological and telecommunications infrastructure systems available to the region. Encourage private enterprise to develop state-of-the-art telecommunication capacity to homes and businesses.

Infrastructure Implementation

Implementation Strategy 2.1:

The OEDC will solicit infrastructure projects from cities and unincorporated communities to assist in the development of commercial and industrial base.



Implementation Strategy 2.2:

The OEDC will assist municipalities and unincorporated communities in the preparation of grants and applications for project development.

5-2-3 Workforce Development

Goal 3: Improve the education and skills of the region's workforce by supporting the efforts of San Diego State University-Imperial Valley and Imperial Valley College to develop academic, vocational programs, and continuing education programs. Education and training of the workforce represent the cornerstone for successful economic development in Imperial County.



Objective 3.1

Develop labor force data, especially with respect to occupational skills. Develop working relationships with the Workforce Development Board, local university and community college.

Objective 3.2

Continue support of job search and training programs for the unemployed and underemployed in Imperial County.

Objective 3.3

Assess the needs of local employers and targeted industries and develop programs to address those needs.

Objective 3.4

Reduce unemployment by 5%.

Objective 3.5

Increase employment opportunities using strategies developed in the Imperial County Economic Development Strategic Plan. Improve and expand job training activities to mirror needs of industries targeted for attraction.

Objective 3.6

Create high tech, higher paying jobs to entice local youth to remain in Imperial County and upgrade 13-16 education to meet needs for health careers, education fields, social service positions, science and technology professions, and higher paying positions in a diversified economy.

Objective 3.7

Support and encourage the creation of trade schools and the accreditation of Imperial Valley College to provide the necessary training and education for technical jobs.

Objective 3.8

Support four year university with diversified faculty and academic majors.

Objective 3.9

Improve the education and skills of the region's workforce by supporting the efforts of San Diego State University-Imperial Valley and Imperial Valley College to develop academic, vocational programs, and continuing education programs. Education and training of the workforce represent the cornerstone for successful economic development in Imperial County.

Objective 3.10

Increase overall academic achievement of K-12 students. Support efforts to assist local K-12 educators to enable all students to meet or exceed 50th percentile on standardized tests, including limited English proficient students.

Workforce Implementation

Implementation Strategy 3.1:

The OEDC will establish closer working relationship with the State and local Employment Development Department.

Implementation Strategy 3.2

The OEDC will continue to support the Imperial County Workforce Development Board and the Imperial County Workforce Development Office to provide vocational training.

Implementation Strategy 3.3

The OEDC will work with San Diego State University – Imperial Valley and Imperial Valley College to develop career pathways for K-16 students to generate awareness about career opportunities in Imperial County's targeted industries.

5-2-4 Tourism

Goal 4: Promote and expand tourism in the Imperial County.

Objective 4.1

Develop cultural and resort facilities including second homes, recreational facilities, hotels, mobile homes, and recreational vehicle parks.

Objective 4.2

Participate in tourism related activities throughout the state and region, i.e. California State Fair, Imperial County Mid Winter Fair and Fiesta, Fiestas Del Sol, and various film commission conferences.

Objective 4.3

Continue the restoration and protection of tourism related facilities and activities.

Objective 4.4

Initiate a campaign of tourism that promotes the valley's amenities and destinations such as the sand dunes, agricultural resources, Fossil Canyon, Painted Gorge, bird watching, etc.

Tourism Implementation

Implementation Strategy 4.1:

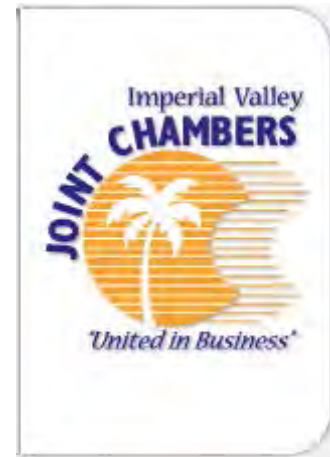
Identify existing recreational facilities and identify the recreational needs of the region's residents and visitors.

Implementation Strategy 4.2:

Coordinate with private enterprise for the development of new businesses that support and promote tourism in the Imperial County.

Implementation Strategy 4.3:

Assist and encourage the clean-up and restoration of the New River and Salton Sea as a way to increase recreational and tourism opportunities.



Implementation Strategy 4.4:

Participate in the development and promotion of cultural activities such as farmers' markets, performing arts events, visual arts displays, and similar festivals.

Implementation Strategy 4.5:

Encourage local jurisdictions and the County of Imperial to amend their land use policies to ease restrictions related to the development of RV parks and amenities.



5-2-5 International/Bi-National Focus

Goal 5: Promote international and bi-national trade development.

Globalization will continue to have a growing impact on Imperial County's local economy. The region needs to capitalize on its proximity to the US-Mexico border and international transportation corridor while expanding opportunities for the international market.

Objective 5.1

Increase international awareness of United States/Mexico border opportunities related to NAFTA and maquiladora industry. Develop bi-national marketing strategies and opportunities through economic trade relationships between Mexico and Imperial County.

Objective 5.2

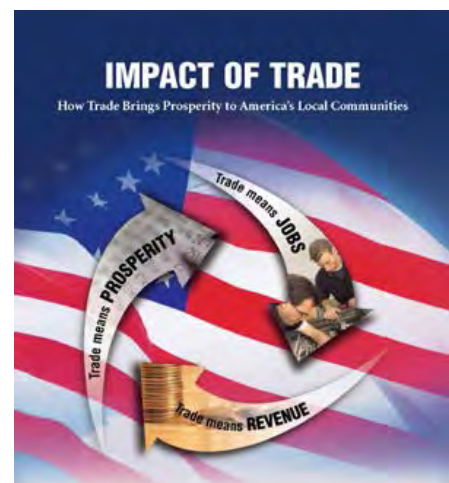
Capitalize on development opportunities related to second border crossing.

Objective 5.3

Ascertain impacts of NAFTA and the changing maquiladora industry.

Objective 5.4

Continue to develop and promote FTZ/MEA/EZ to foreign and international markets.



International/Bi-National Focus Implementation

Implementation Strategy 5.1:

Participate in the progression of infrastructure development and land use planning through the Imperial County General Plan Update and Specific Planning Areas.

Implementation Strategy 5.2:

Seek financing mechanisms and assist in the promotion of industrial and commercial development of border areas.

5-2-6 Agriculture

Goal 6: Promote agriculture and other related industries. Agriculture has long been a major driving force in Imperial County's economy with farmland consisting of very fertile, alluvial deposits derived from the Colorado River flood plain. A mild winter and a long growing season ensures multiple cropping on individual fields throughout the year. Imperial County is a major source of winter fruits and vegetables. Alfalfa, Bermuda grass, and Sudan grass hay varieties produced in the Imperial County provide high quality feed for cattle and horses for domestic and foreign markets.

Objective 6.1

Develop related agricultural industries and economic activities.

Implementation Strategy 6.1:

Develop, support, and market agri-tourism opportunities by conducting outreach to farm operators, the Coalition of Labor, Agriculture, and Business (COLAB), Imperial County Farm Bureau, and Imperial Valley Vegetable Growers Association to initiate agricultural-related activities such as agricultural festivals, on-farm dining events, farm tours, and other similar activities for the enjoyment or education of visitors.

Implementation Strategy 6.2:

Encourage the continued development of agricultural related industries, such as dairies, and food, fiber and other processing facilities.

Implementation Strategy 6.3:

Encourage the development of non-farmable agricultural areas while promoting research and diversity for the farmable agricultural areas.

5-2-7 Sustainability

Goal 7: Pursue a policy of sustainable development that balances economic development with preservation of resources.

Objective 7.1

Develop of renewable energy resources for maximization of industrial and commercial development. Develop geothermal direct heat use, solar, and wind energy.

Objective 7.2

Research and development of recycling and waste management facilities. Increase public awareness of the need for efficient and effective long term solutions for solid waste management, recycling, and increasing scarcity of raw materials.



Objective 7.3

Develop waste management facilities for locally generated hazardous waste.

Objective 7.4

Utilize smart growth principles and “green” building techniques.

Objective 7.5

Promote energy efficient business and industry practices.

Objective 7.6

Brand Imperial County as the home for environmentally responsible businesses and a major producer of renewable resources and international business hub.

Implementation Strategy 7.1:

Promote Imperial County’s naturally abundant geothermal, solar, and wind resources for use in the production of energy. Assist in the research and development of new energy resources.

Implementation Strategy 7.2:

Increase public awareness of the importance of recycling, energy efficiency, and resource conservation.

Implementation Strategy 7.3:

Develop an ecopark for location of renewable energy and “green technology” industrial projects within the Keystone Planning Area.

5-2- 8 Quality of Life

Goal 8: Work to enhance the region’s quality of life. An area’s quality of life is often cited as a major factor in locating a business. Recreational opportunities, availability and variety of housing types, access to health care and other related factors contribute to a desirable quality of life.

Objective 8.1

Support the development of a variety of housing options (apartments, condominiums, cluster housing, etc.) to support a growing workforce.

Objective 8.2

Balance the proximity of job centers, housing, and services. Educate municipalities about mixed housing densities and other land use controls that support well-suited compact development.

Objective 8.3

Develop and preserve recreation opportunities including multi-use trails, sports centers, and regional parks.

Objective 8.4

Support a strong social and cultural base. Support arts and cultural activities as a critical element of the regional economy.

Objective 8.5

Encourage commercial development that provides services to the residents of Imperial County.

Implementation Strategy 8.1:

Identify areas within the Dogwood Road Transportation Corridor suitable for high-density transit-oriented and transit-ready mixed use residential development.

Implementation Strategy 8.2:

Develop a regional master plan of multi-use trails to provide connectivity between the various parks, open space areas, and recreational centers.

Implementation Strategy 8.3:

Utilize findings in the Imperial County Retail and Leakage Analysis to attract retail development to improve the quality of life for existing and future residents of the County.

Section 6. Action Plan

6-1 Development Strategy and Implementation Plan

The Comprehensive Economic Development Strategy (CEDS) forms the basis upon which the total area action plan will be programmed during the next five years (2012-2017). The commission has received and discussed various recommendations from its subcommittees concerning both positive and negative features of the area's overall economy. General assumptions about economic trends in Imperial County were identified and goals were developed to carry forward that which is considered an aggressive program designed to enhance, enrich, and generally improve the overall economic conditions of the area.

In establishing these goals, the Overall Economic Development Commission (OEDC) carefully considered the economic, political and social makeup of the communities within the county. The OEDC concluded there is a need to strengthen communication and coordinate regional economic and community development activities throughout the county. It is the consensus of the OEDC that a more integrated approach is necessary to find and disseminate critical information for an effective economic development program. The OEDC considers itself a mechanism, which brings together the ideas, philosophies, attitudes, and efforts of all concerned in order to formulate a multi-year development plan which is realistic and acceptable to the citizens and decision makers of Imperial County.

6-2 Program and Project Selection Process

The U.S. Economic Development Administration (EDA) provides investment assistance to communities for projects that contribute to the creation and retention of private sector jobs and alleviate unemployment. Such assistance is designed to help communities achieve lasting improvement by establishing stable and diversified local economies and by improving local conditions.

The OEDC encourages all municipal agencies and community-based organizations to submit projects that enhance the region's economy. All projects must be consistent with the goals and objectives outlined in Section 5 of this CEDS document. Projects developed for consideration should be consistent with EDA policies. Priority consideration will be given to projects which best meet relative needs of eligible areas and are located in areas of high unemployment and/or low per capita income.

6-3 Project Selection Criteria

The following will be utilized to evaluate projects which require OEDC review as a prerequisite for funding by the EDA and other funding agencies.

Priority will be given to projects which:

- improve the opportunities in the area where such projects are or will be located for the successful establishment or expansion of industrial or commercial plants or facilities;
- assist in creating or retaining private sector jobs in the near-term and assist in the creation of additional long-term employment opportunities for such area;
- benefit the long-term unemployed and members of low-income families who are residents of the area to be served by the project;
- fill a pressing need of the area, or part thereof, in which it is, or will be located;
- are consistent with the EDA, approved by the OEDC for the area in which it is or will be located, and have been recommended by the OEDC;
- have broad community support and significant private sector investment;
- have a favorable cost-per-job ratio; and
- complement EDA goals, such as reducing the federal trade deficit by increasing export development and assisting minority business development.

Low priority will be given to projects which:

- do not benefit the long-term unemployed;
- cannot be implemented within a reasonable period of time;
- support downtown commercial activities such as parking garages, pedestrian walkways and non-residential street repairs, unless it can be demonstrated that EDA's assistance is critical to and an integral part of the local economic development strategy for the area and required to support other ongoing development investments;
- involve substantial land purchase or public buildings.
- do not have the applicant's share of project funding readily available; and
- support tourism or recreational activities, unless it can be demonstrated that tourism is the major industry in the area or will assist in creating a significant number of jobs and substantially diversify the area's economy. In which case, the project must directly assist in providing job opportunities for the unemployed and the underemployed residents of the area and otherwise support the long-term growth of the area.

6-4 Public Works Impact Program

Priority will be given to Public Works Impact Program projects which:

- will directly or indirectly assist in creating employment opportunities by providing immediate useful work (i.e., construction jobs) or other economic or educational benefits for the unemployed and underemployed residents in the project area;
- will primarily benefit low-income families by providing essential services;
- can be substantially complemented within 12 months from the start of construction; and
- improve the community or economic environment in areas of severe economic distress.

Inclusion of projects throughout the fiscal year is encouraged for those entities that have not identified a project at the time of the CEDS update.

Section 7. Program Evaluation

7-1 Evaluation

Goal 1:

Promote a balanced, yet diversified regional economic development base. Investment and employment in Imperial County should be as diverse as possible without excessive concentration in one particular segment of the economy.

Input Measure:

The OEDC membership will work with the different cities' private sector and relevant development entities to promote economic development to attract new and expand existing businesses.

Output measure:

Develop annual plans to report on number of new businesses and business expansion.

Support the development and expansion of infrastructure activities to promote regional economic development. Numerous opportunities exist for economic growth in the region, but commercial and industrial development is largely achieved through the expansion of infrastructure facilities to repair land for development.

Input Measure:

The OEDC membership will work with private sector and relevant development entities to determine the infrastructure needs of the area. The County should continue working on attractive medians, paved streets, and more infrastructure funding.

Output Measure:

Inventories of these needs will be developed by category and updated on an annual basis. Develop a questionnaire and ask cities about their infrastructure and construction needs. The County should have an inventory of needs from each city.

Goal 3:

Local Workforce Development Boards will work in concert with educational/trade organizations to facilitate the improvement of the education and skills of the region's workforce through targeted skills training and implementation of the Local Plan. This serves as the cornerstone to successful economic development in Imperial County.

Input Measure:

The OEDC membership will continue working with local workforce development organizations to provide vocational training and expand educational opportunities. OEDC will maintain a close partnership with local economic development organizations and educational institutions, such as, the Imperial Valley Economic Development Corporation, Imperial Valley Small Business Development Center, San Diego State University Imperial Valley Campus, Imperial Valley College, and city economic development departments to help focus on needed skill sets required for new and emerging businesses.

These efforts will result in recommendations for vocational, training, and educational programs that will enhance the labor force's skills.

Goal 4:

Promote and expand tourism in the Imperial Valley.

Input Measure:

Coordinate with cities and private enterprise to promote and develop new businesses that support and promote tourism in the Imperial County. Inventory of existing tourist attractions, such as off-road activity, and cultivate new attractions that can be developed locally, such as equestrian sports, hiking, mountain biking, along with baseball, soccer, football, and golf tournaments. All will attract active winter visitors from Canada, Mexico, and colder states within the U.S. The County must consider its assets: location, weather, water, land, five public airports, and access to a large population with disposable income. The County must identify sustainable tourism, thus attracting industries that support such sports activities.

Output Measure:

In 2013, SCORE International announced brought the World Desert Championship to the Imperial Valley, making this the first time in 20 years the race will be held in Southern California. This worldwide event showcased exciting off-road racing to Imperial Valley and sales tax revenue into the local economy. The event was taped and later broadcast internationally to 190 countries on the ESPN network.

SCORE International is a race series most known for its Mexico-based events, such as the Baja 1000, Baja 500, and San Felipe 250.

The County should organize more events that bring tourism from all over the world to Imperial Valley and bring more tourism

Goal 5:

Promote international and bi-national trade development. The pace of globalization is quickening and will continue to have a growing impact on Imperial County's local economy. The region needs to capitalize on its proximity to the U.S.-Mexico border while expanding opportunities for the international market.

Input Measure:

Increase international awareness of U.S.-Mexico border opportunities related to NAFTA, maquiladora industry, and special designations.

Output Measure:

Annual losses due to commercial and passenger vehicle delays around the region:

\$620 Million to State of California

\$755 million to Mexico

\$629 Million to Baja California

The Calexico Downtown Land Port of Entry is the main border crossing linking the important Imperial Valley agricultural industry to the State of Baja California. The port processes about 15,000 – 20,000 northbound vehicles and 20,000 northbound pedestrians daily. The existing pedestrian and vehicle inspection facility, built in 1974, cannot accommodate existing traffic loads and security requirements.

The Phase 1 of Port Expansion project includes the construction of privately owned vehicle inspection facilities, new southbound lanes into Mexico, a new headhouse to provide supervision and services to the non-commercial vehicle inspection area. The project will increase operational space, reduce traffic congestion, and create a safe environment for port employees and border crossers alike.

Expanded infrastructure will have will have a strong impact on enhancing the regional economy in both cities of Calexico and Mexicali and the surrounding regions. The renovated and expanded Calexico West LPOE will reflect the important economic and cultural relationship between the U.S. and Mexico.

Expansion of Truck and Auto Inspection Lanes at the Existing Land Port of Entry

The purpose of this project is to increase capacity at both the auto and commercial truck inspection services at the Calexico East LPOE, eliminate bottlenecks, increase capacity of commercial and auto lanes, reduce idling times and delay, and improve air quality emissions.

The Calexico East port is the principal gateway for trade by truck through Imperial Valley and the Mexican State of Baja California with origins and destinations throughout California, other U.S. states and international markets. In 2012, the port processed \$5.8 Billion in exports and \$7.0 Billion in imports, ranking 7th across U.S. truck crossings. In 2014 on an average day, over 18,000 privately operated vehicles and 2,300 trucks travel through this port, north and southbound. The existing facilities are undersized relative to its original capacity when opened in late 1996.

The project proposes to add three to four new northbound truck lanes, this will double the capacity for a total of six new truck inspection lanes. The project also proposes to add six new northbound auto lanes for a total of 14 auto inspection lanes. All new lanes will be built with required security inspection technology, inspection booths, canopies, concrete paving and related

security/administration building improvements. The project concept also proposes to widen the bridge over the All American Canal. By widening this bridge, delays will be further reduced as this current bottleneck will be improved. The project will also implement Intelligent Transportation System (ITS) and air quality monitoring technologies to help meet project goals of eliminating peak period delays and idling vehicles. A 2015 study commissioned by the Imperial County Air Pollution Control District has estimated that with this improvement, 35 metric tons of Green House Gas per day can be eliminated from the border area. The preliminary project cost is estimated at \$64.7 million.

The project is identified as a priority for LPOE short-term operational improvements in the 2014 California-Baja California Border Master Plan.

A grant application was submitted to the California Sustainable Freight Action Plan: the Pilot Project proposes to publicly fund the freight elements of the Calexico East Expansion to include the bridge expansion, primary truck inspection lanes and road construction totaling \$30 million. The remaining improvements that include six new northbound auto lanes and corresponding inspection facilities would be financed by a proposed public-private partnership. In December 2015, Safer Community Foundation, Inc. in partnership with the County of Imperial and ICTC submitted the expansion proposal to Customs and Border Protection through their “559 Donation Authority.”

On September 18, 2013 the Imperial County Transportation Commission (ICTC) in partnership with the Imperial Valley Economic Development Corporation (IVEDC), the Economic Development Committee of Mexicali (CDEM), the Industrial Development of Mexicali (CDI), the State of Baja California’s Cabinet Offices of Transportation/Urban Planning (SIDUE), and Mexicali’s Institute of Planning and Urban Development (IMIP) implemented via a memorandum of understanding the Imperial-Mexicali Binational Alliance. The goals of this alliance are focused on cross-border transportation infrastructure, economic development, and environmental issues.

The overall vision of the working group is to collaborate on three key matters: economic development, infrastructure and environment, in an effort to increase economic prosperity, have environmental sustainability and improve the region’s overall quality of life. Increase investment to the region, border crossings, telecommunications and roadway infrastructure, air and water, are among a list of important matters discussed and in the development stages of strategized solutions.

On November 5, 2015, during an IMBA meeting, the MOU signees presented the outcomes of a strategic planning session that took place earlier in the year. One of the outcomes was formalizing the IMBA's organizational structure and creating an IMBA Participant Group and workgroups for Border Infrastructure, Economic Development and Environmental items.

On September 25, 2015, City of El Centro and the Municipality of Mexicali signed a historic sister cities agreement. The goal of this agreement is to develop a firm, stable, and permanent relationship to benefit both cities and exchange resources to help each city prosper economically.

Adding to the Binational work between Imperial Valley and Mexicali, City of Calexico recently entered into a partnership with the Industrial Development Commission of Mexicali to promote the region and its opportunities for investment and economic development. The "Border Task Force" between both entities will expand and capitalize the border region's business opportunities to become reality

The County will also continue to support the Cali-Baja Mega Region project to bring investment to the Imperial Valley, San Diego and Baja California area and position Imperial County as an attractive area for investment worldwide.

Goal 6:

Promote agriculture and other related industries. Agriculture has long been a major driving force in Imperial County's economy with farmland consisting of very fertile, alluvial deposits derived from the Colorado River flood plains. With a mild winter and a long growing season providing for multiple crop cycles each year, the Imperial Valley is a major source of cattle and winter fruits and vegetables. Alfalfa Bermuda grass and Sudan grass hay varieties produced in the Imperial Valley provide high quality feed for cattle and horses for domestic and foreign markets.

Input Measure:

Agriculture is a major driving force in Imperial County's economy with almost \$1.9 billion of gross agricultural production in 2012 (ranked #10 in California), plus additional economic value in the various support industries, such as processing facilities, pest control services, pesticide and fertilizer dealers, shippers, seed companies, export companies, labor contractors and custom harvesters, etc. Imperial County has approximately 500,000 acres of farmland, mild winters, and a year-round growing season.

The number one commodity is cattle.

According to the 2014 Crop and Livestock Report, Cattle again ranked as the County's number one commodity, despite a drop in total gross production value of \$204,995,000, a decrease of over 37%, due to the closure of Brawley Beef last year. Spinach moved into the Top Ten Commodities list for the first time, coming in at number eight. Leaf lettuce dropped in the commodity ranking from number five in 2013 to number twenty in 2014.

In 2014 there was a reduction of 20,486 in total harvested acres (a decrease of 3.87%). The decreases in harvested acres occurred in the Field Crop and Seed Crop categories. Bermudagrass seed showed the largest decline in harvested acres, decreasing by 11,726 acres (a decrease of 38%).

Gross production for 2014 was valued at \$1,858,789,000. This is a decrease of \$299,728,000 (a decrease of 13.89%) compared to the 2013 gross value of \$2,158,517,000. The main reasons for this decrease include a reduction in livestock production and market prices; fewer and smaller replacement cattle; and warm winter weather that affected the winter vegetable harvest with an earlier product at lower market prices.

Other top ten commodities usually include alfalfa, lettuce, wheat, broccoli, carrots, and sugar beets.

Output Measure:

The OEDC should promote agriculture and related support industries. Promote and support development of new specialty crops and a diverse processing industry, such as biofuels, biotechnology, and other agriculture related businesses. Promote and support research and development of new, high-value, and specialty crops. Work on the establishment of food, fiber, and other processing facilities. Promote the establishment of bio-fuel, biotechnology, and other agriculture related industries/businesses. Ensure that workforce training programs include modules that address the needs of agricultural business.

Goal 7:

Pursue a policy of sustainable development that balances economic development with preservation of resources.

Input Measure:

Increase public awareness of recycling, energy efficiency, and resource conservation.

Output Measure:

Track the development efforts and promote green industry that meets a balanced ecological system and operate environmentally sound practices.

Goal 8:

Work to enhance the region's quality of life. An area's quality of life is often cited as a major factor in locating a business. Recreational opportunities, availability and variety of housing types, access to health care and other related factors contribute to a desirable quality of life.

Input Measure:

Encourage cities and the county to develop quality of life amenities. Imperial County needs to invest in aesthetics, creating a theme for Imperial County. Immediate improvements would be realized through landscaping of the freeway exits and on-ramps, as well as entrances to all cities with monument-type signage and beautification.

Output Measure:

Track the number of new developments throughout the Imperial County. Promote cultural programs such as fine arts and sports. An effort should be made to bring and create sports attractions to Imperial County. Local educational institutions, such as SDSU Imperial Valley, University of Phoenix, and Imperial Valley College should be encouraged to continue contributing to cultural and educational programs that create a workforce that helps increase the local quality of life.

7-2 EDA Narrative and Projects

The Economic Development Administration (EDA) is an agency under the U.S. Department of Commerce and was created by Congress pursuant to the Public Works and Economic Development Act of 1965 to provide financial assistance to both rural and urban distressed communities. EDA's mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. Public Works is described as empowering distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Some of the activities allowable, as described on the EDA website are:

1. are acquisition or development of land and improvements for use in a public works
2. public service or other type of development facility
3. Acquisition, design and engineering, construction, rehabilitation, alteration, expansion, or improvement of such a facility, including related machinery and equipment.

EDA Requirements for a Public Works project:

1. The Project will, directly or indirectly:
 - a. Improve the opportunities for the successful establishment or expansion of industrial or commercial plants or facilities in the Region where the Project is located;
 - b. Assist in the creation of additional long-term employment opportunities in the Region
 - c. Primarily benefit the long-term unemployed and members of low-income families in the Region
2. The Project will fulfill a pressing need of the Region, or a part of the Region, in which the Project is located
3. The Region in which the Project is located has a CEDS and the Project is consistent with the CEDS.

Not more than fifteen (15) percent of the annual appropriations made available to EDA to fund Public Works Investments may be made in any one (1) State.

Source: U.S. Department of Commerce, Economic Development Administration Regulations

In Progress Projects Funded by EDA

Year Funded	Total Project Cost	EDA Funding	Location of Project		Date Completed	Job Creation Per EDA Application	Job Creation as of 3/2014	Jobs Pending	Brief Description
CITY OF EL CENTRO									
2009	\$3,517,355	\$2,813,884	N. Eighth St.; N. Twelfth St.; Cruickshank Dr., El Centro, CA	City of El Centro Streets Improvement	08/19/2014	417	40	377	Street improvements to help with economic development in the City's northern industrial and commercial development corridor
CITY OF CALEXICO									
2009	\$4,946,215	\$3,000,000	North of Cole Road, Calexico, CA	Town Center Plaza	07/06/2012	256	0	256	Infrastructure improvements to include earthwork, sewer system additions and upgrades, storm drain system, water system, surface improvements and underground utilities.
COUNTY OF IMPERIAL									
1999	\$10,775,453	\$1,350,674	Highway 98 and State Route 7, Calexico, CA	Gateway of the Americas	02/13/2003	210	219	0	Water and sewer treatment plants and infrastructure.
2009	\$8,000,000	\$2,500,000	Heber and Pitzer Roads, Yourman Road, Abatti Road, and Hwy 111, Heber, CA	Imperial Regional Center Infrastructure Improvements	03/22/2012	200	99 Full Time 55 Part Time	101	Extending existing infrastructure (water and sewer lines) to accommodate the development of the future Imperial Center.
CITY OF IMPERIAL									
2013	\$5,000,000	\$3,000,000	Neckel Rd., Imperial, CA	<i>Alliance and Innovation Regional Center</i>	<i>Not Available</i>	640	<i>Not Available</i>	<i>Not Available</i>	Street improvements to help with economic development in the City's northern industrial and commercial development corridor

CITY OF EL CENTRO

1) Project Name: City of El Centro Streets Improvement Project

EDA Funding: \$ 2,813,884

Total Project Cost: \$ 3,517,355 (*updated as of 04/21/14)

Projected jobs created: 417

Project Description: The proposed EDA project consists of vital infrastructure in the northern portion of the City of El Centro. This infrastructure now facilitates the development of both commercial and light industrial land, as well as improving traffic circulation to the north, east, and west of El Centro. The developments are referred to as the El Centro Town Center II, El Centro Town Village industrial site, and 8th Street industrial site. It is estimated that approximately 417 jobs will be created and \$120 million in private investment generated over the next six years.

Project Status: The El Centro Town Center Streets Improvement Project was completed on April 24, 2013 and closed out on March 6, 2014. The project period for this grant was (as determined by EDA) from August 19, 2009 to August 19, 2014.

In the last couple of years, new businesses have opened in the El Centro Town Center II: Subway Restaurant, H & R Block Tax Preparation, Manpower Employment Agency, and the Social Security Administration, which relocated their offices to El Centro Town Center II from their previous location south of I-8. A campus of the University of Phoenix is located in the El Centro Town Center II site as well. The most recent restaurant opening – Broken Yolk Café – accounts for the job creation for this EDA project during the period of April 24, 2013 to April 18, 2014.

Below are pictures that reflect the “before” and “after” of the EDA/City of El Centro streets improvement project for the El Centro Town Center regional development area.



Figure 1 – 12 Street from the south (before picture)



Figure 2 – 12 Street from the south (after picture)



Figure 3 – Cruickshank Drive from the west – before picture



Figure 4 – Cruickshank Drive from the west – after picture

CITY OF IMPERIAL

1) Project Name: Alliance and Innovation Regional Center

EDA Funding: \$ 3,000,000

Total Project Cost: \$ 6,105,217

Jobs created: 256

Project Description: Extend water, wastewater, and other infrastructure and surface improvements along Neckel Road to provide services for a new hotel, retail center, and office park. Additional improvements include widening of Neckel Road from two lanes to four lanes, installation of new sidewalks, curbs, and gutters, the installation of a traffic signal at the intersection of Highway 86 and Neckel Road, and other related improvements.

Phase I of the regional center includes a 4-story 80,000 square-foot hotel building, two separate restaurants, and three retail buildings.

Future phases will include a 40,000 sq. ft. office building, industrial business park, and a 60,000 sq. ft. skilled medical nursing facility. Estimated jobs created from Phase I: 319, Phase II: 300-400, and a minimum of 210 by Phase IV.

Project Status: Site work has commenced on the project, and the City is currently processing a conditional use permit for the project. Construction is expected to commence during the second quarter of 2013.

County of Imperial

- 1) Project Name: Imperial Regional Center Infrastructure Improvements

EDA Funding: \$2,500,000

Total Project Cost: \$ 8,000,000

Jobs created: 200

Project Description: The proposed project consists of extending the existing infrastructure (water and sewer lines) to accommodate the development of the future Imperial Center. The sewer and water lines will run from Pitzer and Correll roads, across Hwy 111 where the Imperial Center will be located.

Phase I of the Imperial Center infrastructure improvements were completed on January 24, 2012. In May 2012, construction of the AM/PM gas station and convenience store gas was completed. A grand opening ceremony was held on May 11, 2012, where the AM/PM was made available to the public as the Imperial Center's first store. In January 2013, construction of the event center was completed. Following the opening of the Lohoo's Events Center, was the completion of the PacificMart Wholesale Center, a trading center to purchase merchandise for wholesale, and four restaurants: Gobi's Mongolian BBQ, Joy Seafood Grill, Marino's Italian Bistro, and the Twin Dragon Chinese Restaurant. A ribbon cutting ceremony was held on May 29, 2014, for the grand opening of the events center, wholesale center, and restaurants. With the addition of these businesses, the project has created a total of 135 jobs; 12 jobs through the AM/PM, 55 jobs through the events center, and 68 jobs through the trade center and restaurants.

Project Status: Site work has commenced on phase II of the center which will consist of a retail outlet center, freestanding retail stores and offices, multiplex cinema, and other structures which will aid in job development.



Fig. 1 - Photo of Phase II construction with Phase I dining facilities at a distance taken 6/16/2017.



Fig. 2 – Photo of Phase II construction with Phase I “Lohoo’s Event Center” at a distance taken 6/16/2017.

OEDC PROJECTS REQUESTING EDA FUNDING

Category	Agency	EDA Funding	Description	Jobs
<i>County of Imperial/City of Calexico</i>				
Industrial Infrastructure	County of Imperial/ City of Calexico	\$3,000,000	Infrastructure improvements for the Gran Plaza Outlet and Gran Plaza Power Center: Facilitate the development of off-site infrastructure improvement on the West Second St. between the Calexico International Airport and All American Canal.	2895
<i>County of Imperial/Clinicas De Salud Del Pueblo</i>				
Equipment	Clinicas De Salud Del Pueblo	\$1,266,631	Medical Equipment Project: Facilitate the acquisition of medical equipment to open a state of the art medical clinic and an on the job training program for new graduates in the medical field.	150
<i>Imperial Valley Electrical Training Center (IVETC)</i>				
Construction	The San Diego Electrical Training Trust	\$2,924,700	Construction Project: A "Net Zero" state-of-the-art facility the will serve as a training center to provide the skills to work in the energy efficiency sector.	250
<i>Imperial Regional Alliance</i>				
Construction	Imperial Regional Alliance Waste Water Treatment Facility	\$3,100,000	Construction Project: On-site pond based bio-filtration system using earthworms and microbial processes to provide treatment to the One World Beef processing facility's wastewater.	600+

County of Imperial and the City of Calexico

Project Name: Gran Plaza LP. Project

EDA Requested Funding: \$ 2,000,000

Total Project Cost: \$ 6,500,000

Potential Job Creation: 2895

Project Description: The proposed EDA project consists of infrastructure improvements that will expand the current Gran Plaza Outlet and assist with the development of the new Gran Plaza Power Center. The physical location is on West Second Street between the Calexico International Airport and All American Canal. These improvements will generate sales tax revenue as well as generate the possibility of 2895 jobs.

County of Imperial and the Clinicas De Salud Del Pueblo

Project Name: El Centro Ambulatory CareCenter

EDA Requested Funding: \$1,266,631

Total Project Cost: \$1,583,289

Potential Job Creation: 150

Project Description: Pacific Medical Buildings is a developer that is building a 70,000 square foot state of the art medical facility in El Centro. Clinicas de Salud del Pueblo (Clinicas) will lease 35,000 square feet to house its administration department and all services provided by the El Centro Medical Clinic. The Clinicas will be adding the services, dental, ophthalmology, pharmacy and expanding our medical, x-ray and administration operations. An on the job training program for new graduates in the medical field that can then be placed in full time positions in Imperial County will also be offered at this location.

The San Diego Electrical Training Trust

Project Name: Imperial Valley Electrical Training Trust

EDA Requested Funding: \$2,924,700

Total Project Cost: \$3,509,640

Potential Job Creation: 250

Project Description: The Proposed construction project is designed as a ‘Net Zero’ state-of-the-art construction that will serve as a training center to provide job seekers with skills acquired through apprenticeships. The facility will boast ten classrooms and a lab for hands on instruction, storage room to store associated technology, office, reception area, conference room, general area, and parking. Apprentices will learn to work in energy efficiency sectors with expertise in specialty fields such as solar, geothermal, and wind technologies along with a broad array of traditional electrical trades.

Imperial Regional Alliance

Project Name: Imperial Regional Alliance Waste Water Treatment Facility

EDA Requested Funding: \$3,100,000

Total Project Cost: \$12,000,000

Potential Job Creation: 600+

Project Description: On-site pond based bio filtration system using earthworms and microbial processes to provide secondary treatment to the beef processing facility's wastewater. The BioFiltro proprietary technology, catalyzes the digestive power of worms and microbes to rapidly filter out wastewater contaminants. Water, applied intermittently to the bio filter via a surface irrigation system, percolates down through various medias where contaminants are trapped and digested by a biofilm. The formation of biofilm is a result of the symbiotic relationship forged between the worms and microbes introduced to the system by BioFiltro. As worms burrow in search of solids, they create air channels and castings which nourish films of microbe colonies consuming dissolved and soluble contaminants. Water ultimately drains out of the system via exit pipes where it can be reutilized or discharged to sewers at reduced contaminant levels.

Project Status: Currently the wastewater treatment facility has received CEQA approval from the Regional Water Quality Control Board and eagerly awaits a building permit from the City of Brawley. Once the building permit has been received and funding is secured, Imperial Regional Alliance can move forward with the construction of the BioFiltro system

PRIOR OEDC PROJECTS REQUESTING EDA FUNDING
April 2014

Category	Agency	EDA Funding	Description	Jobs
<i>City of Brawley</i>				
Industrial Infrastructure	City of Brawley	\$2,000,000	<i>North Brawley Industrial Park Infrastructure Project:</i> Facilitate the development of industrial land, which will have immediate access to the City of Brawley airport, the newly completed major transportation bypass and rail freight.	1216
<i>City of Calipatria</i>				
Commerical Infrastructure	City of Calipatria	\$6,200,000	<i>Airport Industrial Park Improvement:</i> Facilitate the development of retail neighborhood commercial, light manufacturing, and airport related activity for increased Economic Development	1,500+
<i>City of Holtville</i>				
	City of Holtville	\$250,000	<i>Business Incubator and Youth Entrepreneurial Training Program:</i> Implement a youth entrepreneurial training program for Holtville High School students.	20

CITY OF BRAWLEY

Census Tract: 104

Per Capita Income for the Population 16 years and older

Civilian: 2440

Unemployed: 427

1) Project Name: North Brawley Industrial Park Infrastructure Project

Census Tract: 104

Civilian: 2440

Unemployed: 427

EDA Requested Funding: \$ 2,000,000

Total Project Cost: \$ 6,200,000

Jobs created: 1216

Project Description: The proposed EDA project consists of vital infrastructure in the recently completed California transportation bypass freeway, northeast area of the City of Brawley, adjacent to the airport. This infrastructure will facilitate the development of industrial land. This facility consists of 100 acres which will have immediate access to the City of Brawley airport, the newly completed major transportation bypass and rail freight. It is estimated that approximately 1216 jobs will be created and \$160 million in private investment generated over the next seven years.

The North Brawley Industrial Park Infrastructure Project will provide the necessary water and sewer infrastructure to serve the upcoming industry clusters:

- Light manufacturing
- Renewable energy projects
- Produce operations
- Agriculture development
- Beef production and distribution
- Businesses that support the following industries:
- Storage
- Refrigeration

CITY OF CALIPATRIA

Census Tract: 101

Per Capita Income for the Population 16 years and older

Civilian: 1831

Unemployed: 164

1) Project Name: Airport Industrial Park Improvement

Census Tract: 101

Per Capita Income for the Population 16 years and older

Civilian: 1831

Unemployed: 164

EDA Requested Funding: \$ 6,200,000

Total Project Cost: \$ 6,820,000

Jobs created: 1,500+

Project Description: The City of Calipatria is currently in the Tentative Map approval process, Tentative Map No. CTM 00-01 and is seeking Infrastructure assistance from EDA to provide increased jobs and economic revitalization for our community. Additionally, the City has been awarded funds to assist in installation of offsite improvements on property adjacent to Main Street.

The requested public Infrastructure Improvements are identified, which include water main line installation, wastewater collection system installation, street improvements, and off-site improvements (curb, gutter, sidewalk, street lighting, and signage). The public infrastructure improvements investments will provide essential public infrastructure services to facilitate the development of retail neighborhood commercial, light manufacturing, and airport related activity for increased Economic Development. The retail neighborhood commercial section consists of 14 parcels that front West Main Street. The light manufacturing section consists of 14 parcels. The airport related activity zoned parcels consist of six parcels; total area of all combined development is 96 acres. The Airport Industrial Park upon complete build out will create 1,500+ full-time equivalent jobs. Additionally, the Airport Industrial Park is included into the Imperial Valley Foreign Trade Zone.

CITY OF HOLTVILLE

Census Tracts: 109

Per Capita Income for the Population 16 years and older

Civilian: \$18,325

Unemployed: 32%

- 1) Project Name: City of Holtville - Business Incubator and Youth Entrepreneurial Training Program

Census Tract: 0109

Per Capita Income for the Population 16 years and older

Civilian: \$18,235

EDA Requested Funding: \$250,000

OTHER Funding: HUSD tbd, City of Holtville tbd, IVC tbd, SDSU tbd, SBDC tbd, SCORE tbd, SBA tbd

Total Project Cost: \$500,000

Jobs Creation: 20

Project Description: The City of Holtville will implement a young entrepreneurial training program for Holtville High School students in collaboration with the Holtville Unified School District and Holtville High School.

Potential (unconfirmed) collaborative partners may include:

Post Secondary Education - Imperial Valley College, San Diego State University, and UC Extension

Community Finance - Rabobank and Sun Community Credit Union

Business Development - Small Business Development Center, SCORE and SBA

Government - Imperial County Workforce Development Center

Imperial Valley Economic Development Corporation

Objective: Cultivate the next generation of entrepreneurs in Holtville.

Program: Students will participate in a semester long course in which they will learn the fundamentals of starting and operating a small business. Students will be paired with a business mentor and will prepare a viable business plan. The young entrepreneurs will be directed to:

Identify a Business Concept

Determine if the Concept Has Income Potential

Decide on a Business Model

Develop a Flexible Business Plan

Take the Necessary Legal and Regulatory Steps to Get Started

Entrepreneurs completing the entire program will receive seed funding of up to \$20,000 to capitalize their business and finance their business plan. Twenty new businesses will be created.

PROJECTS REQUESTING OTHER FUNDING SOURCES
January 2012

CATEGORY	AGENCY	JOB	FUNDING REQUEST		PROJECT STATUS
INFRASTRUCTURE	City of Westmorland	120	\$1,100,000	New infrastructure to meet basic State requirements for City Hall, Fire, and Police department facilities.	Pending on Funding
INDUSTRIAL INFRASTRUCTURE	City of Imperial	1000	\$62,800,000	New wastewater treatment plant and collection system to service the Mesquite Lake Industrial Specific Plan.	Pending on Funding
COMMERCIAL INFRASTRUCTURE	City of Imperial	TBD	\$7,500,000	Extend water and wastewater services to Imperial Valley College.	Pending on Funding
COMMERCIAL INFRASTRUCTURE	City of Imperial	100	\$13,000,000	Street rehab, storm drain improvements and Sewer line replacement to facilitate development in Downtown Imperial.	Pending on Funding
INDUSTRIAL INFRASTRUCTURE	City of Imperial	700	\$6,200,000	Roadway widening and intersection improvements to accommodate commercial and light industrial development.	Pending on Funding

COMMERCIAL INFRASTRUCTURE	City of Imperial	400	\$5,000,000	Roadway and infrastructure system to support a Regional park with an events center, equestrian center, sports facilities and supporting commercial uses.	Pending on Funding
INDUSTRIAL INFRASTRUCTURE	City of Holtville	175	\$84,000,000	Improve wastewater system to meet the needs of existing and future industrial development within the City and surrounding unincorporated areas.	Pending
INDUSTRIAL INFRASTRUCTURE	City of Holtville	175	\$3,000,000	Improve wastewater system in the north and north-west area of the City.	Pending
COMMERCIAL	City of Holtville	100	\$750,000	Provide new recreation opportunities and stimulate eco-tourism opportunities in the surrounding areas of Alamo River Recreational Trail.	Pending

CITY OF WESTMORLAND

Project Name: City of Westmorland Public Safety Improvement Project

Total Project Cost: \$1,100,000

Projected Jobs Created: 120

Project Description:

The project proposes to enhance the services needed to improve the safety, to meet basic needs, and to build community pride, which will allow the City of Westmorland to be strategically positioned to meet future needs. The main focus for the City of Westmorland will be upgrading City Hall and the fire department facilities, as they are functionally and aesthetically decaying. A matter of grave concern to the city is that the fire station building does not comply with current building code standards. The proposed improvements will make Westmorland a much safer, livable and economically viable community as well as a service hub that can respond to emergencies in the northwestern portion of Imperial County. The new public safety facility will enable the City to transition from a part-time to a full-time, adequately staffed facility.

CITY OF IMPERIAL

- 1) Project Name: City of Imperial / Keystone (Mesquite Lake) Regional Water Reclamation Facility

Total Project Cost: \$62,800,000

Projected Jobs Created: 1000

Project Description: The project includes the construction of a new regional water reclamation facility and the backbone collection system to service the Mesquite Lake Industrial Specific Plan Area and central Imperial County. The system is intended to provide waste water treatment service in the growth areas of the cities of Imperial and Brawley and to emerging industrial developments in 1200 acres of Mesquite Lake in the County of Imperial. The reclamation facility is designed to utilize membrane bioreactor technology as a means of produce highly treated tertiary effluent. The recycled water will be use to offset imported potable water supplies from the Colorado River and will be suitable for reuse applications.

Design on the reclamation facility is 90% complete. The City of Imperial is currently in property negotiations and is currently in the process of CEQA and NEPA compliance. Approximately 1,000 jobs will be created within the next ten (10) years.

- 2) Project Name: City of Imperial /Extension of Water and Wastewater Services on East Aten Road

Total Project Cost: \$7,500,000

Projected Jobs Created: TBD

Project Description: Imperial Valley College (IVC) is the only community college in Imperial County and is currently located in an unincorporated area east of the City of Imperial. IVC's operates its own water and wastewater treatment plant but it would be more cost-effective to connect to the City of Imperial's system. The proposed project is intended to extend potable water distribution main lines and sanitary sewer collection lines along Aten Road from Cross Road for a distance of approximately 3.5 miles. This extension would allow much-needed commercial and student housing development to provide support services to the college.

- 3) Project Name: City of Imperial / Downtown Imperial Infrastructure Improvements

Total Project Cost: \$13,000,000

Projected Jobs Created: 100

Project Description: Funding would be used to improve storm drains, upgrade water and waste water lines and rehabilitate streets in Downtown Imperial to facilitate infill development. There are approximately a total of 4.5 acres of available land in Downtown Imperial for vertical mixed-use commercial, office and residential development.

The City of Imperial completed Phase 1 Improvements which included sidewalks, street lighting, streetscape improvements and sewer lateral improvements in portions of Downtown. The City is currently working with various developers and property owners to complete a total of approximately 48,000 square feet of commercial development. Approximately 100 jobs will be created within the next five (5) years as a result of this project.

- 4) Project Name: City of Imperial / Worthington and Clark Road Improvements
Total Project Cost: \$6,200,000
Projected Jobs Created: 700

Project Description: The project involves the widening of Worthington Road and Clark Road from two lanes to six lanes. The project limits are along Clark Road at Worthington Road to approximately 1500 feet south; and along Worthington Road at Clark Road to approximately 2600 feet east.

The investment will be used for roadway and intersection improvements to accommodate the proposed 250,000 square-foot IID Administration Center and 20 acres of commercial development. The new IID facility is expected to house approximately 550-600 employees with an additional 100,000 square feet of building space is planned for future growth. A 20-acre site is also planned for the southeast corner of Worthington Road and Clark Road to accommodate approximately 350,000 square feet of commercial development. An additional 100 jobs will be created as a result of the commercial development.

- 5) Project Name: City of Imperial / Imperial Regional Park and Events Center
Total Project Cost: \$5,000,000
Projected Jobs Created: 400

Project Description: Funds will be used to extend water, waste water, and storm drain lines to provide services for the planned Imperial Regional Park and Events Center. Additional improvements include the installation of new streets, curb and gutter, sidewalks and street lighting. The City of Imperial recently acquired 140 acres of undeveloped property within the planned Barioni Lakes Specific Plan Area for use as a regional park and events center. The regional park will include various recreational amenities such as an equestrian center and a regional sportsplex. An additional 15,000 square feet of supporting commercial buildings will be developed along the periphery of the project site. Approximately 250 jobs will be created within then five (5) years and an additional 150 jobs from the commercial development will also be created five (5) years thereafter.

CITY OF HOLTVILLE

Census Tract: 0109

Per Capita Income for the Population 16 years and older

Civilian: \$18,325

Unemployed: 32%

1) Project Name: City of Holtville Wastewater Treatment Plant Upgrade Project

Census Tract: 0109

Per Capita Income for the Population 16 years and older

Unemployed: 32%

EDA Requested Funding: \$4,000,000

OTHER Funding: Border Environmental Cooperation Commission, State of California

Clean Water Revolving Fund, USDA, City of Holtville

Total Project Cost: \$ 5,592,000

Jobs created: 175

Project Description: The City of Holtville provides wastewater treatment services in the city limits and in the surrounding un-incorporated Imperial County. The Holtville Wastewater Treatment Plant is located at 1250 E. Kamm Road, outside of the city limits. The proposed project consists of vital infrastructure to meet the needs of existing and future industrial development within the City and surrounding unincorporated areas. The Holtville Municipal Wastewater Treatment Plant (WWTP) currently treats 0.85 million gallons of effluent per day.

The Regional Water Quality Control Board issued Cease and Desist Order No. R720090061 to the Holtville Municipal WWTP on September 17, 2009 establishing scheduled milestone dates for improvements to the wastewater treatment plant to comply with the final ammonia effluent discharge limitation of 1.9 mg/l.

The City has completed a Project Engineering Report (PER) which identifies the detailed recommended wastewater treatment improvements to be completed at the Holtville WWTP to comply with the final ammonia effluent discharge limitation of 1.9 mg/l and the PER identifies the cost of the recommended improvements. Preparation of a PER is a necessary prerequisite of

grant/loan applications to agencies such as the Border Environment Cooperation Commission (BECC), State of California Water Resources Control Board – Clean Water State Revolving Loan Fund (CWSRF) and the United States Department of Agriculture (USDA). Additional opportunities will be created for the development of agricultural related retail and professional services. It is estimated that approximately 400 jobs will be created and \$80 million in private investment will be generated over the next ten years.

The City of Holtville will provide the necessary wastewater infrastructure to serve the following projects:

- Osborne Avenue Industrial Park (400,000 sq. ft.)
- Olive Avenue Industrial Park (170,000 sq. ft.)

- Holtville Industrial Park (30,000 sq. ft.)
- Holtville Commercial Plaza (30,000 sq. ft.)
- Holtville Business Incubator (6,000 sq. ft.)
- Holtville Equestrian Center

2) Project Name: City of Holtville Wastewater Outfall Pipeline and Residential Wastewater Collection System Pipelines Project

Census Tract: 0109

Per Capita Income for the Population 16 years and older

Civilian: \$18,235

Unemployed: 32%

EDA Requested Funding: \$3,000,000

OTHER Funding: BECC, State of California Revolving Fund, USDA, City of Holtville

Total Project Cost: \$4,434,979.40.

Jobs created: 175

Project Description: The City of Holtville provides wastewater services in the city limits and in the surrounding un-incorporated Imperial County. The wastewater collection system conveys wastewater from the city to the Wastewater Treatment Plant, which is located outside of the city limits. The proposed project consists of vital infrastructure in the north and north-west area of the City of Holtville and surrounding unincorporated areas. The existing wastewater collection

system is has had multiple failures. These include multiple manhole failures in State Hwy 115, which pose a direct threat to the public health and safety.

The Wastewater Outfall Pipeline and Residential Wastewater Collection System Pipelines Project will provide three mile of infrastructure which will facilitate the expansion of new industrial and commercial development opportunities in the City of Holtville. Additional opportunities will be created for the development of agricultural related retail and professional services. It is estimated that approximately 175 jobs will be created and \$35 million in private investment will generated over the next ten years.

The City of Holtville will provide the necessary wastewater (sewer) infrastructure to serve the following projects:

- Osborne Avenue Industrial Park (400,000 sq. ft.)
- Olive Avenue Industrial Park (170,000 sq. ft.)
- JRM Food Chain Lease Building (45,000 sq. ft.)

- Holtville Commercial Plaza (30,000 sq. ft.)
- Holtville Business Incubator (6,000 sq. ft.)
- Holtville Equestrian Center

3) Project Name: City of Holtville Alamo River Trail Project

Census Tract: 0109

Per Capita Income for the Population 16 years and older

Civilian: \$18,235

Unemployed: 32%

EDA Requested Funding: \$ 750,000

OTHER Funding: State Resource Agency-Department of Parks & Recreation \$430,468,

Caltrans \$900,000 BECC/EPA Border 2012

Total Project Cost: \$2,000,000

Jobs created: 100

Project Description: The Alamo River is located in the arid Sonoran desert of southeastern California, in the Imperial Valley and is a tributary and the largest source of water to the Salton

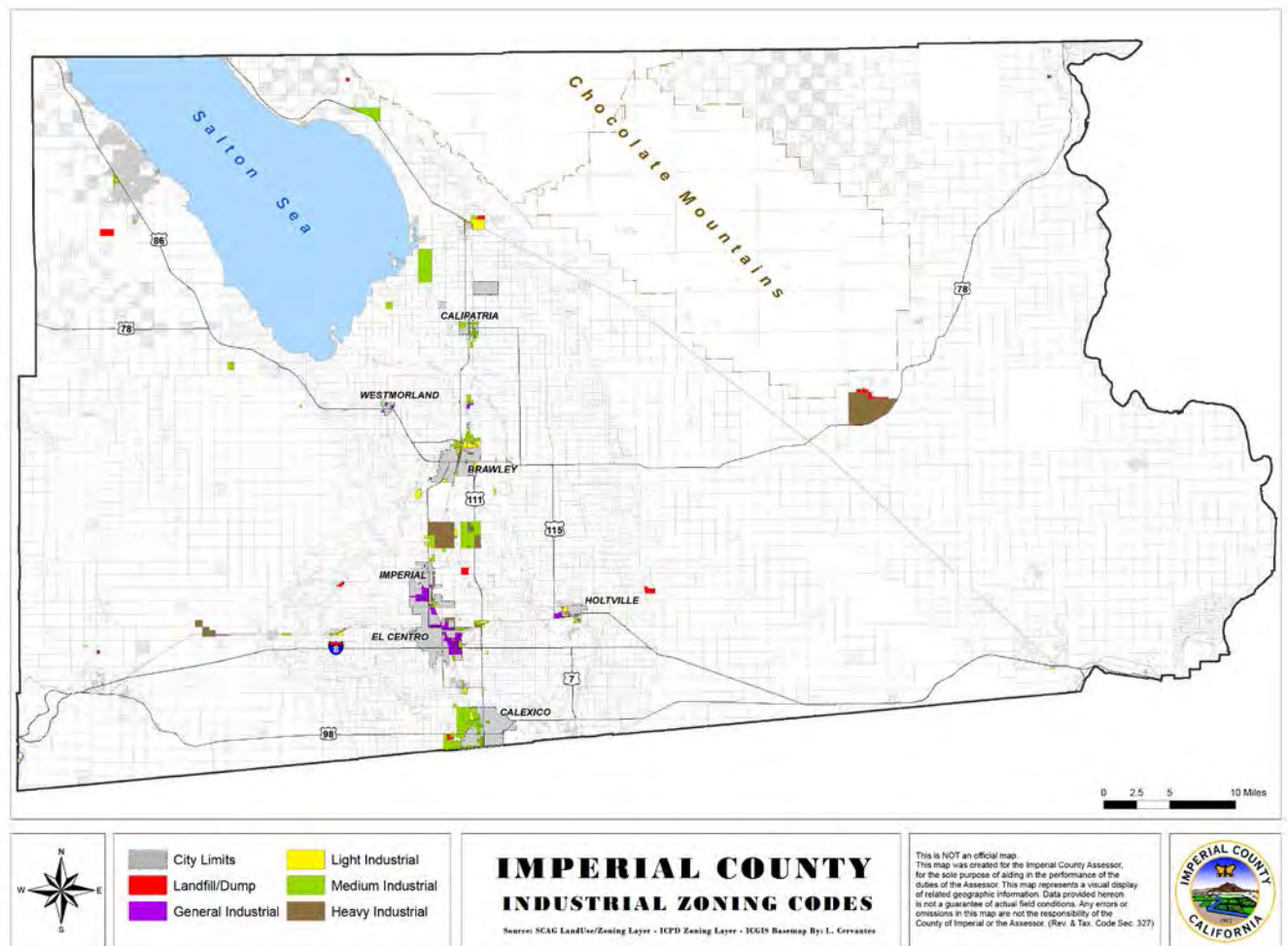
Sea. The beneficial uses of the Alamo River include warm freshwater habitat, wildlife habitat, preservation of rare, threatened, and endangered species, and contact and non-contact recreation. The Alamo River serves as the southern boundary of the City of Holtville. Clean-up of the Alamo River will further benefit Earl Walker Park which has been underutilized by the community for decades. The project will provide for new recreation opportunities in Imperial County and stimulate recreation and eco-tourism opportunities including spa facilities, hot water resorts and health and wellness centers.

The City has been awarded a \$430,468 grant from the Department of Parks and Recreation for the Alamo River Recreational Trail, Phase I. Phase 1, which includes the storm water pollution prevention (SWPP) program implementation, and 0.75 miles of bicycle path and hiking trail improvements between Fern Avenue and Olive Avenue is presently under construction and should be complete by December 2011. The City is applying for grant funds under the Habitat Conservation Fund Program for protect and enhance the wildlife areas of the Alamo River. The project includes trail heads, amenities, wetlands restoration, and hiking, biking and equestrian facilities.

The City of Holtville Alamo River Trail project also provides an important non-motorized pedestrian corridor between recreation facilities and will serve the following projects:

- Doris Butler Equestrian Center;
- Holtville Wetlands; and
- Van Der Linden Softball Field.

Section 8. Incentive Zone Maps



Recycling Market Development Zone



Imperial County Foreign Trade Zone #257