



Imperial County CEDS 2012 – 2017

Comprehensive Economic Development Strategy

2012 – 2013 Annual Update



Acknowledgements

We would like to acknowledge and thank the following persons for their participation in the project.

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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.

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Section 1. Background

1-1 Introduction

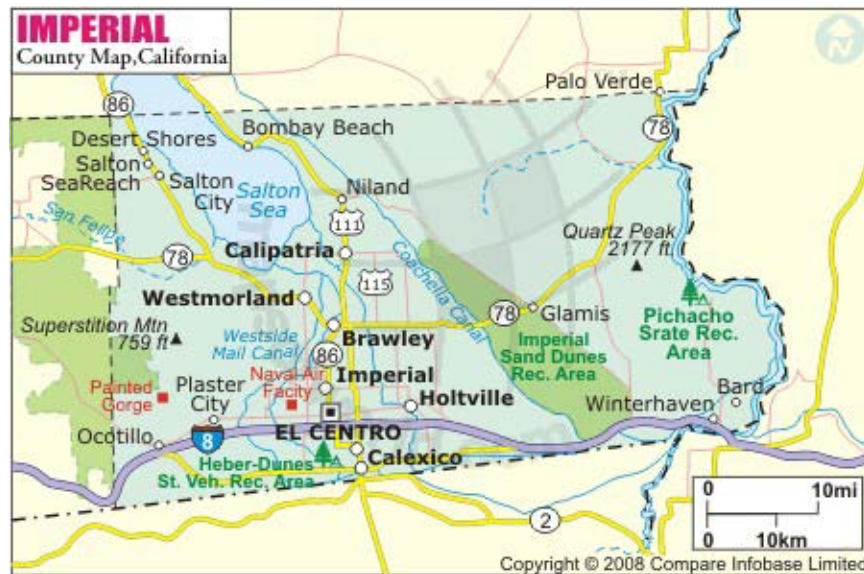
In its one hundred year history, the Imperial County has emerged as one of the world's leading agriculture production and export regions. The Pioneers from the Midwest settled in the Imperial Valley hoping to create a new life in the desert. Transporting Colorado River water through the All American Canal provided one of the necessary ingredients for successful farming. The water, along with 360 days of annual sunshine



and mild winter climate transformed the desert into a rich producer of food and feeds for the world. Today we see economic growth through foreign investment, Fortune 500 companies, and now the development of renewable energy projects.

Imperial County, originally part of San Diego County, was founded August 7, 1907. The area was visited as early as 1540 by Hernando de Alarcon, discoverer of the Colorado River. It was further explored by Spanish explorers and Catholic friars. Settlements existed along the Butterfield Stage Route as early as 1858, but no real development took place until water was brought into the area in 1901.

Imperial Valley is surrounded by San Diego and Riverside Counties in California, the State of Arizona, and the Municipality of Mexicali in the State of Baja California, Mexico. The Imperial County is rich in natural beauty, and a local history and economy based on agriculture and the cross-border family and trade relationships with our neighbors in Mexico. In 2011, there were estimated 31 million overall annual crossings into the U.S. from Mexico through the U.S. Customs and Border Protection Agency's two busiest land ports of entry between Imperial County and Mexicali, Mexico at Calexico West/Mexicali I, and Calexico East/Mexicali II (by cars and as pedestrians) Ports of Entry (POEs). The Downtown Calexico POE provides pedestrian and passenger vehicle inspection facilities, expanding the port onto the site of the former commercial inspection facility.



The recent population increase in the Imperial and Mexicali Valleys has stimulated growth in the retail sector. In 2005, the Imperial Valley Mall opened, attracting more shoppers from surrounding areas, including cross border consumers from Mexicali, greatly contributing to the county's retail sales.

The County of Imperial of the 21st Century strives to be the nation's leader in solar and renewable energy projects. The County of Imperial has already approved eighteen solar energy projects that are currently in pre-construction.

Imperial County, due to its proximity to major metropolitan cities, makes it attractive for tourism and investment for all types of industries.

1-2 Location

Imperial County, located in the southeast corner of California, is bordered on the north by Riverside County, on the west by San Diego County, on the south by Mexico, and on the east by the Colorado River, which forms the boundary between California and Arizona. Imperial is the ninth largest county in California and covers an area of 4,597 square miles. The small community of Calipatria has the lowest elevation in the United States at 180 feet below sea level.

The County's strategic location adjacent to the City of Mexicali, the capital of Baja California Norte will continue to be strategic advantage. In addition to its importance as

a state capital, Mexicali is also an education center with multiple universities and post secondary educational opportunities. The City is also known for the wide range of medical services enjoyed by both Mexican and United States citizens. Lastly, Mexicali hosts hundreds of factories or maquiladoras across a multitude of industries, including aerospace.

Seventy-five percent of the county area is desert sand and rugged mountains with an average annual rainfall of less than three inches. Imperial County is one of California's major agricultural producers. The main farming area is in the Imperial County, an 830-square-mile area that extends from the Mexico border north to the Salton Sea. An extensive irrigation system has been developed, and adequate water is supplied from the Colorado River through the All-American Canal.

Imperial County is a rural area in southern California and covers 2.94 million acres in the southeast corner of California. With a countywide population of approximately 174,582, the largest cities in Imperial County are El Centro (44,213), Brawley (25,075), and Calexico (39,216). The City of Mexicali (926,042) is located across the international border from Calexico.

The table provides provisional population estimates for January 1, 2010. These population estimates do incorporate 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) annually makes 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), formerly known as the County's Overall Economic Development Plan (OEDP), must be prepared, maintained and formally submitted. The purpose of this document is to satisfy this requirement and, therefore, maintain the eligibility of the County of Imperial, cities, special districts, and nonprofit organizations to apply for and receive EDA grant assistance.

The County was designated as the Economic Development District of the Imperial County by the federal government. In 1965, the County Board of Supervisors created the Overall Economic Development Commission (OEDC), which was established to develop the Comprehensive Economic Development Strategy (CEDS) for Imperial County. Agencies seeking funding from the Economic Development Department (EDA) are advised to present their projects to the OEDC at regularly scheduled meetings to include their projects as part of the CEDS. A Comprehensive Economic Development Strategy (CEDS) 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, and is a prerequisite for designation by EDA as an Economic Development District (EDD). The CEDS must be the result 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 measures 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% private sector for-profit membership. The Commission meets quarterly, or as needed, and is open to the public.

To prioritize economic development in the County, in 2010, the Imperial County Community and Economic Development Department (ICCED) was merged with the Imperial County Executive Office. The focus of the original department remains the same, to promote community and economic development throughout Imperial County.

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. ICCED staff coordinates the OEDC meetings, maintains all record keeping 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 accordance with Imperial County's Overall Economic Development Commission by-laws, the OEDC consists of eighteen (18) members 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 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 and they 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 organization of the area.

2-4 Overall Economic Development Commission Membership

The overall Imperial County Overall Economic Development Commission for the 2012-2013 is as follows:

Voting Members

CITY REPRESENTATIVES	
City of Brawley 383 Main Street, Brawley, CA, 92227 760.427.2740 Fax: 760.351.3088 Primary Member: Sam Couchman City Mayor Alternate Member: George Nava City Council Member	Public Entity
City of Calipatria 125 N. Park Avenue, Calipatria, CA 92233 760.348.4141 Fax: 760.348.7035 Primary Member: Romualdo Medina City Manager Alternate Member: Mindy Hernandez Administrative Assistant	Public Entity
City of Calexico 608 Heber Avenue, Calexico, CA 92231 760.768.2177 Fax: 760.357.3831 Primary Member: Oscar Rodriquez City Manager Alternate Member: Julia Osuna Economic Development Specialist	Public Entity
City of El Centro 1249 Main Street, El Centro, CA 92243 760.337.4543 Fax: 760.352.4867 Primary Member: Marcela Piedra Economic Development Director Alternate Member: Deborah Harrold Economic Development Specialist II	Public Entity

City of Holtville 121 W. Fifth Street, Holtville, CA, 92259 760.356.2381 Fax: 760.356.4574 Primary Member: Alexander P. Meyerhoff City Manager Alternate Member: Nick Wells Finance Manager	Public Entity
City of Imperial 420 S. Imperial Avenue, Imperial, CA 92251 760.355.4373 Fax: 760.355.4314 Primary Member: Marlene Best City Manager Alternate Member: Jorge Galvan City Planner	Public Entity
City of Westmorland 355 S. Center Street, Westmorland, CA 92281 760.344.3411 Fax: 760.344.5307 Primary Member: Sally Traylor City Clerk	Public Entity
COUNTY REPRESENTATIVE	
Imperial County Executive Office 940 W. Main Street, Ste. 108, El Centro, CA 92243 760.482.4290 Primary Member: Ralph Cordova, Jr. County Executive Officer Alternate Member: Armando Villa Director, Planning & Development Services Department	Public Entity
BOARD OF SUPERVISORS APPOINTMENTS	
District 1 State Farm 724 Emerson Ave Ste B, Calexico, CA 92231 760.960.7612 Fax: 760.357.1012 Primary Member: Yolanda Cordero Customer Service Representative	Private Entity
District 2 San Diego Gas & Electric 1425 W. Main Street, El Centro, CA 92243 760.585.9134 Fax: 760.482.9077 Primary Member: Eusebio Arballo Public Affairs Specialist	Private Entity
District 3 Strictly Business 1101 Airport Road, Ste. N, Imperial, CA 92251 760.351.3050 Fax: 760.351.3058 Primary Member: Mark T. Gran Vice-President/Community & Political Relations Alternate Member: Steven Honse Attorney at Law	Private Entity
District 4 Imperial Valley Economic Development Corporation 1405 N. Imperial Avenue, Ste. 1, El Centro, CA 92243 760.353.8332 Fax: 760.353.9149 Primary Member: Tim Kelley CEO	Public Entity
District 5 The Institute for Socio-Economic Justice 541 Main Street, Brawley, CA 92227 760.351.9300 Fax: 760.351.9400 Primary Member: Eric Reyes	Private Entity

Executive Director	
MINORITY APPOINTMENTS	
Campesinos Unidos, Inc. 1535 Main Street, Brawley, CA 92227 760.370.5100 Fax: 760.344.0322 Primary Member: Jose M. Lopez Executive Director Alternate Member: Dora Rodriguez	Public Entity
Neighborhood House of Calexico 506 E. Fourth Street, Calexico, CA 92231 760.357.6875 Fax: 760.357.2248 Primary Member: Richard Ortega Director Alternate Member: Cynthia Briseño Program Specialist	Public Entity
Clinicas de Salud del Pueblo, Inc. 1166 K Street, Brawley, CA 92227 760.344.9951 Primary Member: Yvonne Bell Chief Executive Officer Alternate Member: Gloria Santillan Chief Financial Officer	Public Entity
Small Business Development Center 301-B N. Imperial Avenue, El Centro, CA 92243 760.312.9800 Fax: 760.312.9838 Primary Member: Carlos Figari Director	Public Entity

Community Members (non-voting)

Community Valley Bank 1443 W. Main Street, El Centro, CA 92243 760-352-1889 Fax: 760-352-2889 Primary Member: Robert E. Hahn
Employment Development Department 1550 W. Main Street, El Centro, CA 92243 760.339.2712 Primary Member: Martha Escobar
Heber Public Utility District 1078 Dogwood Road, Ste. 103, Heber, CA 92249 760.482.2400 Fax: 760.353.9951 Primary Member: Laura Fisher Alternate: Graciela Lopez
Imperial County Office of Education 1398 Sperber Road, El Centro, CA 92243 760.312.6133 Primary Member: Denise J. Smith
Imperial County of Social Services – CalWorks 2695 S. 4 th Street, El Centro, CA 92243 760.353.9858 Fax: 760.336.4051 Primary Member: Araceli Lopez Alternate Member: Enrique Nunez
Imperial County Workforce Development Office 2695 S. 4 th Street, Bldg. D, El Centro, CA 92243 760.337.5007 Fax: 760.337.5005 Primary Member: Francisco J. Marquez Alternate Member: Diahna Leon

Imperial County Planning & Development Services 801 W. Main Street, El Centro, CA 92243 760.482.4236 Fax: 760.353.8338 Primary Member: Jim Minnick
Imperial County Transportation Commission 1405 N. Imperial Avenue, Ste. 1, El Centro, CA 92243 760.592.4494 Primary Member: Mark Baza Alternate Member: Kathi Williams
Imperial Irrigation District 81-600 Ave 58, La Quinta, CA 92251 760.898.5812 Primary Member: Rosa Maria Gonzales
Imperial Valley College 380 E. Aten Road, Imperial, CA 92251 760.355.6249 Fax: 760.335.6172 Primary Member: Efrain Silva
Imperial Valley Joint Chambers 1095 S. 4 th Street, El Centro, CA 92243 760.352.3581 Fax: 760.352.3246 Primary Member: Aaron Popejoy Alternate Member: Sue Giller
Imperial Valley Housing Authority 1401 D Street, Brawley, CA 92227 760.351.7000 Fax: 760.344.9712 Primary Member: Bill McNees Alternate Member: Andrea D. Roark
Imperial Valley Regional Occupational Program 687 State Street, El Centro, CA 92243 760.482.2600 Fax: 760.482.2751 Primary Member: Mary N. Camacho Alternate Member: Edwin P. Obergfell
Master's Construction 1610 Main Street, Brawley, CA 92227 760.344.7400 Primary Member: Valerie Smith
Salton City Community Services District 2098 Thomas R Cannell Rd Salton City, CA 92275 760.394.4446 Primary Member: Jerry Santillan

CEDS Strategy Committee	
Eusebio Arballo San Diego Gas & Electric 1425 W. Main Street, El Centro, CA 92243 760.585.9134 Fax: 760.482.9077	Private Entity
Efrain Silva Imperial Valley College 380 E. Aten Road, Imperial, CA 92251 760.355.6249 Alternate Member: Patricia Robles	Public Entity
Francisco Marquez Imperial County Workforce Development Office 2695 S. Fourth Street, Bldg. D, El Centro, CA 92243 760.337.5007 Fax: 760.337.5005 Alternate Member: Diahna Leon	Public Entity
Jennifer Donatt Schurz Communication, Inc. dba IV Press 205 N 8 th Street, El Centro, CA 92243 760-337-3410	Private Entity
Jose M. Lopez Campesinos Unidos, Inc. 1535 Main Street, Brawley, CA 92227 760.370.5100 Fax: 760.344.0322	Public Entity
Josue Mercado Hutchinson & Bloodgood, CPA's 3205 South Dogwood Ste A El Centro CA 92243 760.482.3837 Fax: 760-482-3838	Private Entity
Mario Conde Rook Public Relations 511 Heber Avenue, Calexico, CA 92231 760.562.9549	Private Entity
Mark Baza Imperial County Transportation Commission 1405 N. Imperial Avenue, Ste. 1, El Centro, CA 92243 760.592.4494	Public Entity
Mark Gran Strictly Business 1101 Airport Road, Ste. N, Imperial, CA 92251 760.355.8733 Phone & Fax	Private Entity
Robert E. Hahn Community Valley Bank 1443 W. Main Street, El Centro, CA 92243 760. 760-352.1889 Fax: 760.352.2889	Private Entity
Romualdo Medina City of Calipatria 125 N. Park Avenue, Calipatria, CA 92233 760.348.4141 Fax: 760.348.7035 Alternate Member: Mindy Hernandez	Public Entity
COORDINATING STAFF TO OEDC	
Esperanza M. Colio Imperial Community & Economic Development Manager	
Jennifer Clunn Imperial County Community & Economic Development Economic Coordinator I	

2-5 Method by which minority representation selected

Pursuant to the OEDC's By-laws and EDA's regulations, minority groups in Imperial County are being 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):

- Callexico Neighborhood House
- 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 By-laws provide for the Board of Supervisors to appoint a minority representative to fill the minority vacancy.

Section 3. Population Demographics

3-1 Demographics

According to the California Department of Finance, the 2011 population of California was estimated to be 37,427,946 and 175,712 for the County.

Table 2. Population Trends 2000 – 2020				
	Imperial County		California	
	Total	Annual Average % Change	Total	Annual Average % Change
2000	143,151	1.65	34,000,835	1.74
2001	144,726	1.10	34,512,742	1.51
2002	147,185	1.70	34,938,290	1.23
2003	150,909	2.53	35,388,928	1.29
2004	153,937	2.01	35,752,765	1.03
2005	157,657	2.42	35,985,582	0.65
2006	162,532	3.09	36,246,822	0.73
2007	166,894	2.68	36,552,529	0.84
2008	170,104	1.92	36,856,222	0.83
2009	173,241	1.84	37,077,204	0.60
2010	174,528	1.16	37,253,956	0.79
2011	175,712	0.68	37,427,946	0.47
2020	200,521	14.12	40,817,839	9.06
Source: California Department of Finance/ January 1, 2011 Most Recent Data Available				
2020 Data Revised May 2012				

According to the U.S Census Bureau, families in Imperial County face considerable hardship, and family composition is part of that hardship. Families are larger than the

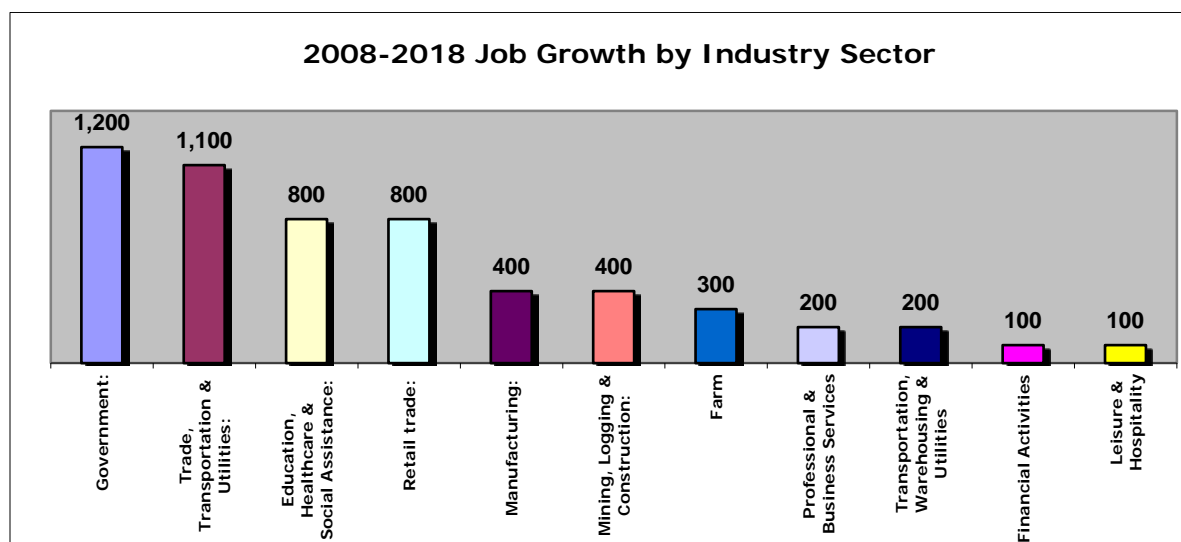
state average (3.77 family members versus 3.43 statewide). Nearly three quarters (72%) of Imperial County household included children (2010) compared to about 74% statewide. Families in Imperial County headed by a female comprised 25% versus 29% for California as a whole. This results in 27% being single female headed-households as identified in the 2010 census with no spouse present in the home. A quarter (25%) of all Imperial County children live in single parent families, compare with 19% for the state.

3-2 Employment

The number of jobs in Imperial County industries is projected to grow at a rate of 8.6% over a 10 year period (2008-2018). According to the Employment Development Department Labor Market Information Division, the total number of projected growth of job is 5,600. This projection falls short of the expected statewide growth rate of 9.7%.

It is estimated that 76% of the industry growth will occur in nonfarm industries for a total of 4,300 jobs. While traditionally agriculture (farm) has been the primary industry in the county, it is only expected to grow at a rate of 2.6%. Actual industry projections are listed below in Chart 2.

Chart 2



- Government: 1,200 jobs, a 6.5% increase;
- Trade, Transportation, and Utilities: 1,100 jobs, a 9.7% increase
- Education, Healthcare and Social Assistance: 800 jobs, a 23.5% increase
- Retail trade: 800 jobs, a 10.5% increase
- Mining, Logging and Construction: 400 jobs, a 23.5% increase
- Manufacturing: 400 jobs, a 16% increase;
- Professional & Business Services: 200 jobs, a 6.7% increase
- Transportation, Warehousing & Utilities: 200 jobs, an 11.1% increase
- Financial Activities: 100 jobs, a 7.7% increase
- Leisure & Hospitality: 100 jobs, a 2.8% increase

According to the Employment Development Department (EDD) occupational projections for the period 2008 to 2018 forecast; approximately 6,100 new jobs from industry growth, almost 15,000 job openings from net replacements creating a combined total of about 21,100 job openings.

The 50 occupations with the most job openings are forecasted to generate just over 13,800 total job openings in the county. The top three occupation areas with median hourly wages ranging from \$8.95 to \$9.24 are: 1) farm workers and laborers, crop, nursery, and greenhouse; 2) retail salesperson; and 3) personal and home care aides.

These three occupations, combined, will create 4,830 jobs, of which 3,340 jobs will be generated by replacement needs. Forty-four percent of the listed occupations require only short-term, on-the-job training. Occupations requiring higher education, an associate degree or higher, make up 16% of this list. These include farm, ranch, and other agricultural managers; general and operations managers; accountants and auditors; registered nurses, and teaching occupations. The median wages for these occupations range from \$24.08 to \$36.73 per hour.

The 37 fastest growing occupations are expected to grow at an annual rate of 9.3% or higher. The top three occupations are home health aides; medical assistants; and dental assistants. Three-out-of-four occupations require specific vocational education, or less, and have wages ranging from \$9.05 to \$27.58 per hour. Occupations requiring an associate degree or higher and earn wages ranging from \$24.08 to \$33.61 per hour.

Table 3• Unemployment						
	Imperial County			U.S.		
	Civilian Labor Force	Unemployed	Unemployment Rate	Civilian Labor Force	Unemployed	Unemployment Rate
2009	75,900	21,200	27.9	154,142,000	14,265,000	9.3
2010	77,100	22,900	29.7	157,695,000	15,138,720	9.6
Source: California Employment Development Department http://www.labormarketinfo.edd.ca.gov/?pageid=164 *Most recent data available						

Table 4• Wage & Salary Employees in Agriculture				
	Imperial County		California	
	Wage	Salary	Wage	Salary
2008	\$8.43	\$17,546	\$8.84	\$18,382
2009	\$8.89	\$18,496	\$9.14	\$19,001
2010	\$9.09	\$18,908	\$9.34	\$19,431
2011	\$9.27	\$19,275	\$9.47	\$19,693
2012	\$9.61	\$19,988	\$9.39	\$19,551
Source: California Employment Development Department http://www.labormarketinfo.edd.ca.gov/?pageid=152 *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, 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 2012-2013, the Imperial County Workforce Development Board has funded the following in demand occupational training programs:

- Computerized Numerical Control
- Certified Dental Assistant
- Electrical Journeyman Apprenticeship
- Medical Clerical
- Phlebotomy
- Registered Nurse Mentorship
- Renewable Energy Fundamentals Technician
- Security Guard
- Smog Check Technician

Funding for these training programs exceed well over one million dollars. These Occupational Training Programs are currently being administered through the Imperial County Workforce Development Office and the Imperial County One Stop Centers.

3-3 Income and Poverty

The economic indicators show that Imperial County is among the lowest in the state per capita income when compared to other communities. In 2011 the Imperial County per-capita income was \$16,238 compared to \$27,859 for the state. This places the Imperial County at 57 in per-capita income among all 58 California counties.

Table 5 - Personal Per-Capita Income		
	Imperial County	U.S.
	Total	Total
2010	\$15,886	\$26,059
2011	16,238	26,708
Average	\$16,246	\$26,392
Source: U.S. Census Bureau, 2010 & 2011 American Community Survey 1 year estimates		

23 % of the population income falls below the federal poverty level compared to the state and the nation (Table 6). In 2009-2010, 72.6% of Imperial County students participated in the free and reduced cost lunch program, compared to 55.9% statewide.

Table 6 - Poverty, 2011			
	Imperial County	California	U.S.
Median Household Income	\$37,843	\$57,287	\$50,502
Median Family Income	\$45,127	\$65,476	\$61,455
Percent of persons with incomes below poverty level	26.8%	16.6%	15.9%
Source: U.S. Census Bureau, 2011 American Community Survey			

In 2011, the median household income in Imperial County was \$37,843, below the statewide average. The median family income was \$45,127, which is also below statewide median.

City	Census Tract(s)	Per Capita Income	Unemployment	U.S.	Unemployment	Per Capita
Calipatria	101.01	\$1,438	5.7%	2010	10.8%	\$6,059
	101.02	\$14,771	11.7%	2011	10.3%	\$26,708
Brawley	104	\$8,801	31.4%	24-Month Average	10.5%	\$26,384
	105	\$18,882	16.6%			
	106	\$30,581	8.2%			
	107	\$11,364	18.5%	Imperial County	Unemployment	Per Capita
Westmorland	102	\$15,388	14.5%	2010	20.5%	\$15,886
Imperial	110	\$20,432	17%	2011	16.5%	\$16,238
El Centro	112.01	\$23,619	9.8%	24-Month Average	18.5%	\$16,062
	112.02	\$13,925	22.5%			
	114	\$9,565	24.3%	Source: U.S. Census Bureau, 2010 & 2011 American Community Survey 1 year Estimates		
	115	\$11,621	20.6%			
	116	\$13,418	23%	U.S.	Unemployment	Per Capita
	117	\$18,796	14.8%		8.7%	\$27,915
	118.01	\$35,579	4.5%			
	118.02	\$21,571	11.4%	Source: U.S. Census Bureau, 2007-2011 American Community Survey (ACS) 5-year Estimates		
	118.03	\$27,776	11%			
Holtville	109	\$20,955	19.3%	U.S.	Unemployment	Per Capita
Calexico	120.01	\$12,726	23.6%		10.3%	\$27,158
	120.02	\$16,299	13.1%			
	121	\$10,994	27.9%	Source: U.S. Census Bureau, 2009-2011 American Community Survey (ACS) 3-year Estimates		
	122	\$13,866	16.8%			
Source: U.S. Census Bureau, 2007-2011 American Community Survey (ACS) Estimates						
Calipatria	Population: 7,292		El Centro	Population: 42,752		
Unemployment	Per Capita		Unemployment	Per Capita		
11.5%	\$11,559		18.7%	\$18,187		
Imperial	Population: 14,017		Calexico	Population: 38,512		
Unemployment	Per Capita		Unemployment	Per Capita		
15.4%	\$21,378		20.4%	\$13,615		
Westmorland	Population: 1,714		Brawley	Population: 25,018		
Unemployment	Per Capita		Unemployment	Per Capita		
17.2%	\$13,179		20%	\$18,741		
Holtville	Population: 5,908		Source: U.S. Census Bureau, 2009-2011 American Community Survey, 3-year Estimates			
Unemployment	Per Capita					
19.6%	\$20,749					
Source: U.S. Census Bureau, 2007-2011 American Community Survey, 5-year Estimates						

3-4 Health and Safety

Imperial County faces many challenges in meeting the basic health needs of its residents because a large proportion of the population lives in poverty and has limited access to health insurance. Imperial County has a shortage of medical care providers, in particular those that provide primary care and mental health services. The County has two hospitals: El Centro Regional Medical Center (ECRMC) and Pioneers Memorial Hospital (PMH). Both ECRMC and PMH offer up-to-date medical care with some limitations, specifically in the areas of neonatal intensive care treatment and trauma services. These facilities serve the larger cities and are a distance from some towns and communities in unincorporated areas. Those areas rely on small clinics and ambulance services to receive medical care.



Imperial County covers an area of 4,597 square miles and has a current population of approximately 175,712. Much of the county is designated as a medically underserved area and consists of isolated pockets of impoverished residents, with some areas located 50 miles from the closest health facility.

Imperial County faces several challenges related to healthcare. Our county is medically underserved by about 90 primary care physicians and according to UCLA Foundation for Health Policy Research, hosts a high rate of diabetes, obesity and hypertension cases. Also, due to the high rate of unemployment (highest in the state of California) as well as our close proximity to the US/Mexico border, a high uninsured demographic is very common.

The Imperial County is home to two hospitals, El Centro Regional Medical Center (ECRMC) and Pioneers Memorial Healthcare. Both hospitals own extensions to outpatient access for underserved and underinsured patients throughout Imperial County. Services provided in off campus healthcare facilities range from cancer

care, wound treatment and urgent care. Both hospitals are served by REACH Air Ambulance Air.

El Centro Regional Medical Center owns a registered ADA approved diabetes education center and supports an asthma education program known as the Imperial Valley Child Asthma Program. ECRMC serves as the base hospital for Imperial County and offers an emergency team consisting of several MICN (Mobile Intensive Care Nurse) trained nurses.

Neonatal units in both hospitals are non-existent. A partnership with March of Dimes several years back has allowed for ECRMC to maintain a census low enough to not require this service. Premature birth rates have been consistently lower than national average. In the rare occasion a NICU is required, the young patient will be flown to Rady's Children's Hospital in San Diego.

Obesity rates are a growing concern in Imperial County: 47% of children are either overweight or obese, the highest rate of all California counties. Obesity and physical inactivity are known to be risk factors for many chronic diseases including hypertension, coronary artery disease, diabetes, and cancer. These diseases are the leading causes of death in Imperial County.

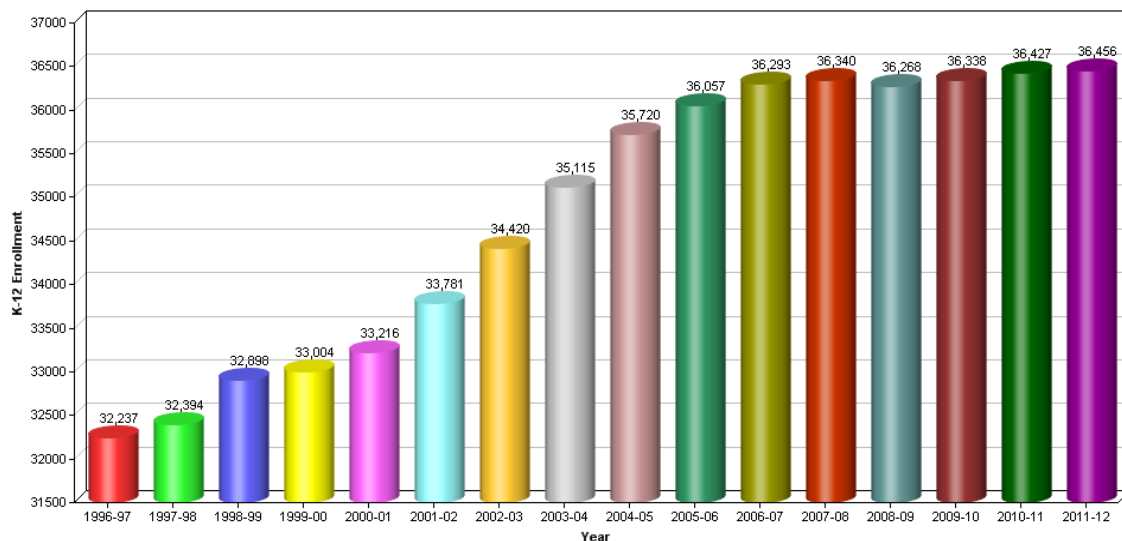
Public health projects have been initiated to target key areas for improvement. These range from lifestyle changes such as better nutrition and increasing physical activity to working with communities to create better environments to support the changes such as adding bicycle lanes, building sidewalks, and limiting smoking in public places.

The County's environment poses other threats to the community's health, such as Africanized bees and mosquitoes. The Public Health Department's Vector Control program works to keep these in check and protect the public's health and safety. Information provided by Imperial County Public Health Department.

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 vocational training system.

3-5-1 Enrollment

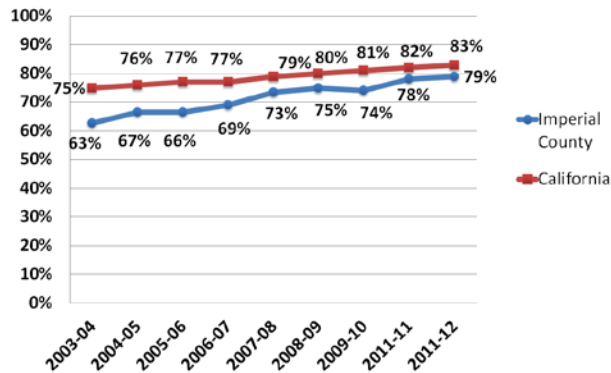


California Department of Education reports that the 2011-2012 student enrollments were 36,456 in 16 school districts and an Office of Education in Imperial County. School districts ranged in size from 91 to 9,216 enrolled students. Student enrollment in public schools has increased 8% in the last ten years. Imperial County has the highest concentration of Latino students of any county in California, 89%.

3-5-2 Assessments

The California High School Exit Exam (CAHSEE) was designed to improve student achievement in high schools. The CAHSEE ensures that students that receive a public high school graduation diploma can demonstrate basic competency in reading, writing, and mathematics skills.

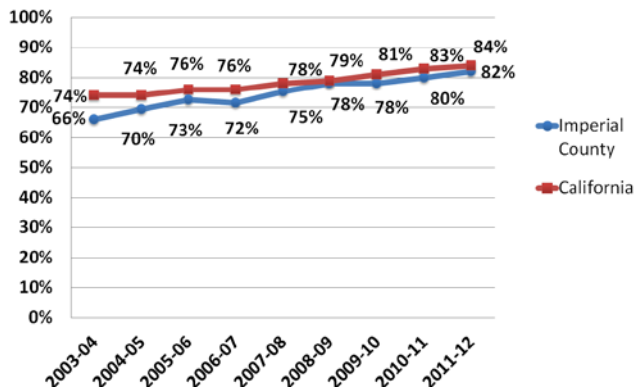
**10th Grade CAHSEE Passing Rates
English-Language Arts**



Imperial County CAHSEE passing scores are below California's CAHSEE passing rates. In 2011-12, 79% of high school sophomores passed the English Language Arts section of the CAHSEE compared to 83% in California. During this same year, 82% of sophomores passed the

mathematics section of the CAHSEE compared to 84% in California.

**10th Grade CAHSEE Passing Rates
Mathematics**



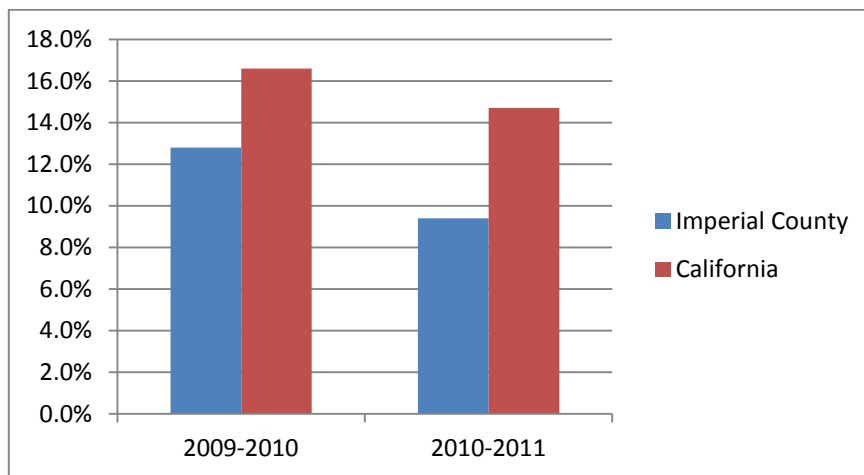
The Scholastic Aptitude Test (SAT) is an exam required for admission to most universities in the United States. Imperial County students taking the SAT continue to have an achievement gap compared to students statewide. About 24% of our seniors in the county took the

SAT, compared to 38% in California. The results show that our local scores continue to be lower than the averages in California in all three areas of the SAT.

2010-11 SAT Scores

District	Grade 12 Enrollment	Number Tested	Percent Tested	Critical Reading Average	Math Average	Writing Average	Total >= 1,500 Number	Total >= 1,500 Percent
Imperial County Office Of Educ.	134	0	0				0	0
Brawley Union High	508	83	16.34	482	490	471	36	43.37
Calexico Unified	680	159	23.38	439	454	448	34	21.38
Calipatria Unified	84	32	38.10	415	413	403	4	12.5
Central Union High	888	248	27.93	453	464	455	67	27.02
Holtville Unified	132	43	32.58	443	445	453	11	25.58
Imperial Unified	191	65	34.03	481	515	471	27	41.54
San Pasqual Valley Unified	40	8	20.00	*	*	*	*	*
County: (Imperial)	2,657	638	24.01	453	466	454	179	28.06
Statewide:	486,549	184,627	37.95	495	513	494	89,075	48.25

According to the 2009 U.S. Census American Community Survey, 37% adults over age 25 have not completed high school. California Department of Education reports that in 2010-2011, Imperial County had a dropout rate of 9.4% compared to California's 14.7%. Also, Imperial County's graduation rate was at a higher rate at 83.8% compared to California's 76.7%.



The drop-out 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 passing the CAHSEE; and c) accountability standards established for schools, such as the Academic Performance Index (API) and Annual Yearly Progress (AYP), due to the No-Child-Left-Behind.

3-5-4 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 (SDSU), 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 education needs of our residents. Imperial Valley College offers a wide variety of transfer and career technical programs. San Diego State University offers a variety of degrees typically for 3rd and 4th year students accepting transfer students from IVC. The Imperial Valley University Partnership (IVUP) program allows incoming freshmen to complete their Bachelor's Degree locally through a partnership between IVC, SDSU, 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.

IVC is a two-year community college offering a total of 71 degree programs, including 8 transfer majors and 55 certificate programs and is 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. 80% of students are Hispanic and many are first generation college students. Approximately 62% of graduating seniors enroll at IVC immediately after graduation. Through its wide-ranging transfer majors, IVC has trained generations of local professional and technicians. Career technical opportunities at IVC include the traditional programs, such as Automotive Technology, Building Construction Technology, and Welding Technology; but IVC has also developed new programs related to the burgeoning renewable energy industry including solar technicians and energy appraisers. 12

apprenticeship programs with the Imperial Irrigation District are training the new generation of journeymen in electrical trades.

The average age of the full-time students at IVC is twenty-three and the average age of the part-time student is twenty-seven. Students declare their educational goal when they apply to IVC. As of the fall 2010, a percentage of 88% of students were Latino. An average of 42.8% of students expressed their desire to transfer to a four-year college after IVC; 14.1% of students expressed a wish to pursue technical field career; 10.1% seek an AA/AS degree; and 6.6% desire to increase their basic skills, GED, etc. The rest of the 26.4% did not express any educational goals.



San Diego State University's Imperial Valley campus (SDSU-IV) is accredited as an integral division of SDSU and operates under the same academic calendar. With locations in Calexico and Brawley, SDSU-IV currently enrolls 800 students in bachelor and master degree programs, including a nationally-acclaimed 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 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, and Spanish to 100 students each year; and in the years ahead the plan is to expand enrollment and include new majors such as public administration, nursing, business administration, history, and environmental 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 world-class Center for Energy

Sustainability (CES). CES achievements to date include major federal funding for the creation a power plant control room simulator for academic and industry training, the development of curricula for renewable energy courses, and bringing startup renewable energy firms to Imperial County. Several major renewable energy companies are deploying demonstration and proof-of-concept fields in Brawley, and a Solar Learning Center is being established to showcase state-of-the-art solar technologies. The CES positions SDSU-IV at the cutting edge 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.

The University of Phoenix opened its campus in 2004 and the latest information that has been provided is that it's offering 16 undergraduate majors and three graduate degrees. As of summer 2007, University of Phoenix had 188 students enrolled in its local campus.

American Beauty Academy (ABA), located in Brawley, California, is governed by Private Postsecondary and State Board of Barber and Cosmetology. Having the same authorization as a 4 year college through Private Postsecondary, they provide a diploma after successful completion of program hours: 1600 for Cosmetology, 600 for Esthetician, 400 for Manicurist, and 600 for Instructor Training. The longest program (Cosmetology) takes approximately 9 1/2 to 10 months to complete. That completely qualifies a person to take the State Board Exam to become licensed in the state. Manicuring course takes approx. 3 1/2 months to complete, and again qualifies a person to take the State Board Exam to become licensed in manicuring.

When ABA had funding from One Stop (ICOET) in 2003 & 2004, they had 125 students attending the school, and a waiting list. Since then they now have to depend on the school financing students. A small portion of students receive financial assistance through the Rehabilitation. Currently they have 99 open jobs in the Imperial County for Cosmetologists, Manicurists, and Estheticians. They claim to not have enough graduates to fill all these positions. The demand for

these jobs has remained constant since we opened in 1999. Enrollment: a) for 2009 was 24; b) for 2010 was 33; c) for 2011 to present is 27.

The Imperial Valley Regional Occupational Program (IVROP) originated in 1981. The local ROP was developed to enhance learning and occupational opportunities through effective business partnerships and to meet the needs of students, businesses, and the community at large. We not only concentrate on vocational and technical skills, but also on career and educational services to empower students to become successful members of society. IVROP provides quality programs, and is able to respond quickly to the training needs of the business community by putting together classes and/or programs in a timely fashion; which is a win-win for businesses and our residents. Locally, there are 31 different program areas, which are offered through 100 sections and serve over 3000 participants. Business and industry are major collaborators of IVROP classes through their participation in advisory meetings and also serving as work-based learning sites. This enables IVROP to provide curriculum so teachers and students are able to stay abreast of current trends in the business industry and to identify current labor market demands.

The Imperial County Office of Education (ICOE) is the lead entity in providing other local education agencies with technology support and infrastructure management. ICOE provides and manages the broadband fiber optic network for 26 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.

3-6 Housing

The major challenge facing the area is to provide 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. Community

Development Block Grant (CDBG), HOME, and CalHOME programs can assist by providing grants or loans for affordable housing to the Imperial County and surrounding cities.

The most serious housing need for Imperial County is the rehabilitation and continued maintenance of the existing housing market, particularly the units occupied by low- or moderate-income households. According to the 2008 Imperial County Housing Element, 16 % of the housing units in the county area are in substandard or dilapidated condition.

Typically, low-income households, both owner/occupants and renters, occupy most of these substandard units. 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.

According to the 2008 Imperial County Housing Element conducted by Pacific Municipal Consultant (PMC), 8,230 housing units were identified as either being sound, needing minor repair, needing a moderate level of repair, requiring substantial repair,



Desert Sunrise Apartments, Heber, CA

or being dilapidated. 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:

- 1,119 housing structures in the unincorporated area of Imperial County had "minor" deficiencies.
- 763 structures in the target area need substantial rehabilitation if they are to remain in residential use.
- 580 structures in the target area are considered dilapidated and need to be replaced.

Population is increasing in both the county and each city. There are a number of potential factors that may support an accelerated population growth in the near future. These factors include: growth of the Government job sector, USA/Mexico border crossing; and growing retail industry.

3-7 Transportation

Transportation and Logistics

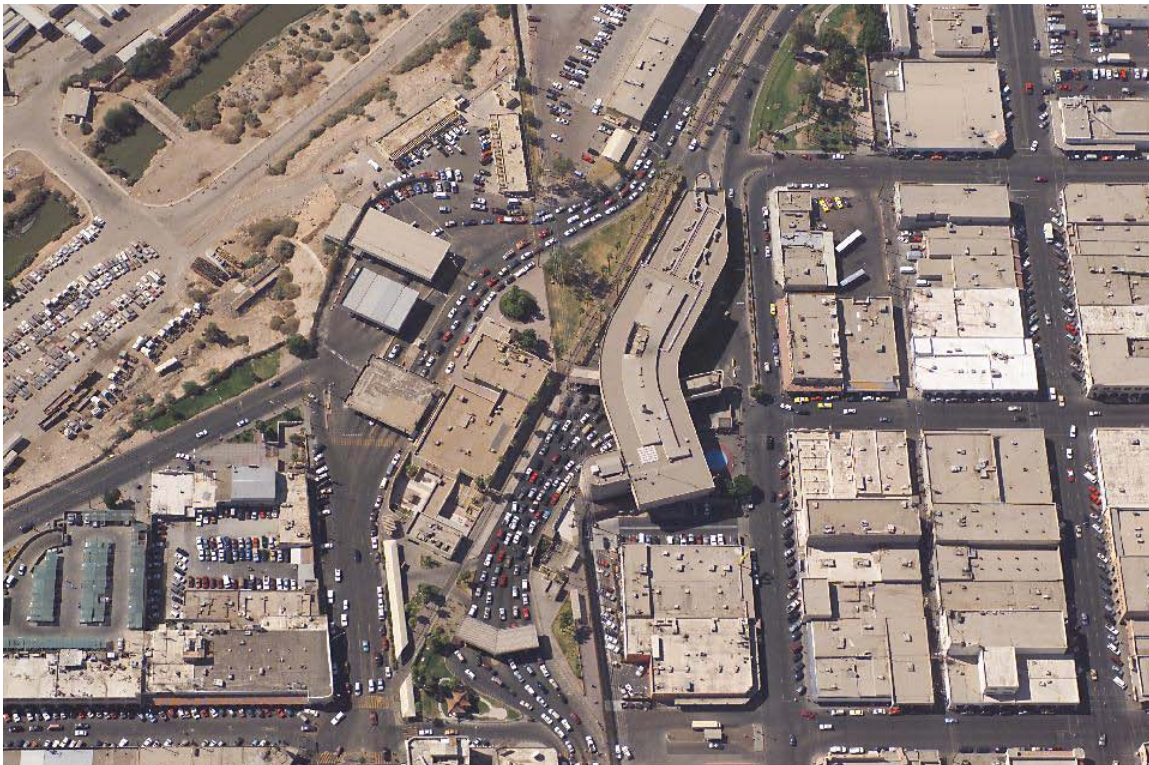
Highway Network - The Imperial County region possesses a wide array of transportation and infrastructure assets and is uniquely located in proximity to major production, trade, and population centers of Southern California and Arizona. For shipping and logistics, the highway system in Imperial County handles approximately 97% 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 Border Crossing 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 that also handle truck freight: the Interstate 8 freeway which originates in San Diego County to



California/Arizona Border; 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 Los Angeles/Long Beach Seaports and other key distribution centers throughout California.

Ports of Entry – The County is connected to Mexico through three land Ports of Entry (POEs) at Calexico, Calexico East and Andrade, California. The Calexico 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. The Andrade POE is located near the California/Arizona border. The Andrade POE is an important gateway for tourism – U.S. visitors traveling into the small Mexican City of Algodones for shopping and medical services. Across the Imperial/Mexicali POEs there are approximately 80,000 people that cross the U.S. through these POEs daily for work school, shopping, entertainment and other social



CALEXICO WEST BORDER STATION

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November, 2001

Photo Courtesy of Caltrans



Downtown Calexico POE



Calexico East POE

related trips. As with most U.S./Mexico border communities, the residents of Mexicali, Mexico are an important part of Imperial County's community and economy. Mexicali is the state capitol of Baja California with an estimated population of nearly 1 million people.

For trade with Mexico, the Calexico East POE serves nearly all commercial truck traffic crossing between Imperial County and Mexicali. 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 POE is served by California SR-7, with direct connection to Interstate 8, about five miles to the north.

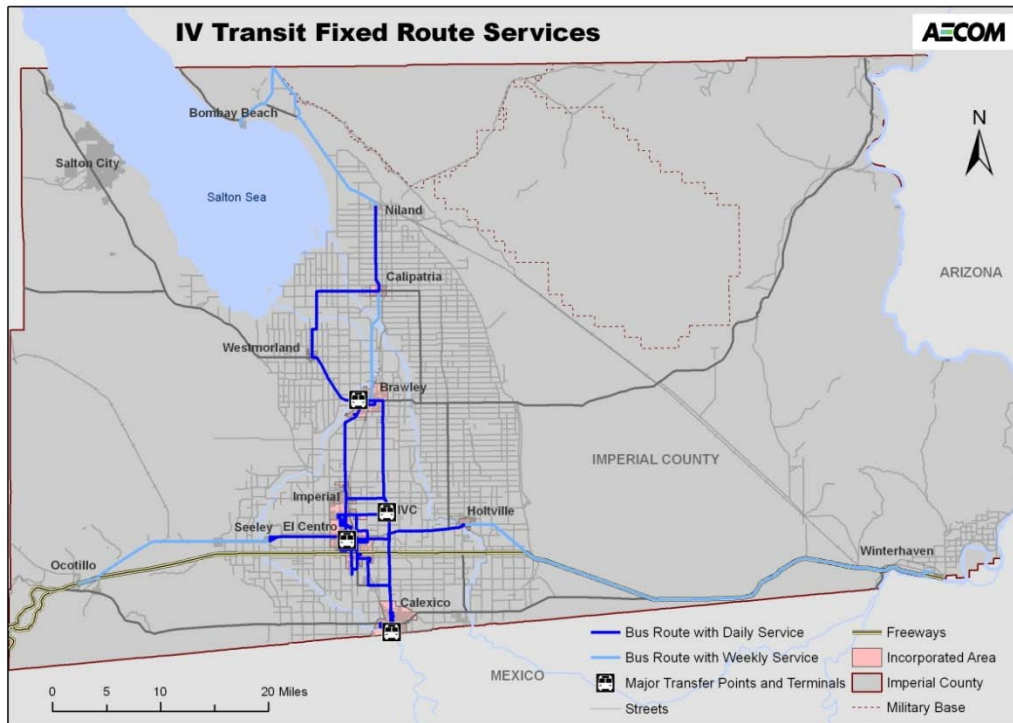
Mexico is California's highest ranking trade partner and Imperial County processes an estimated 30 % of this trade through its land POEs at Calexico East and Calexico West. In 2011, the Calexico East POE accommodated over 312,500 incoming trucks, transporting goods valued at \$12 billion. Previous origin and destination surveys by Caltrans estimates that 79% of these cross-border goods have origins and destinations throughout California and 21% to and from other U.S. states, Asia, Canada, Europe, and South America.

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

Public transit service in Imperial County includes the following:

- Urban circulator services, currently comprising the IVT Blue and Green Lines in El Centro, which 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.
- 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.
- Limited paratransit service, branded Med-Express, is operated between designated locations in Imperial Valley and medical facilities in San Diego County. This service is operated by Association for Retarded Citizens (ARC) – Imperial Valley.
- Dial-a-Ride service provides curb to curb transit service in five defined areas, including El Centro, Calexico, Brawley, Imperial and the West Shores area (west side of the Salton Sea). Service in Calexico is operated by First Transit, Inc., service in El Centro, Imperial, and the West Shores is operated by ARC – Imperial Valley, and service in Brawley is operated by Sunrise Driving Services. Service in Brawley and the West Shores area is available to the general public; in El Centro, Calexico and Imperial it is limited to seniors and persons with disabilities.

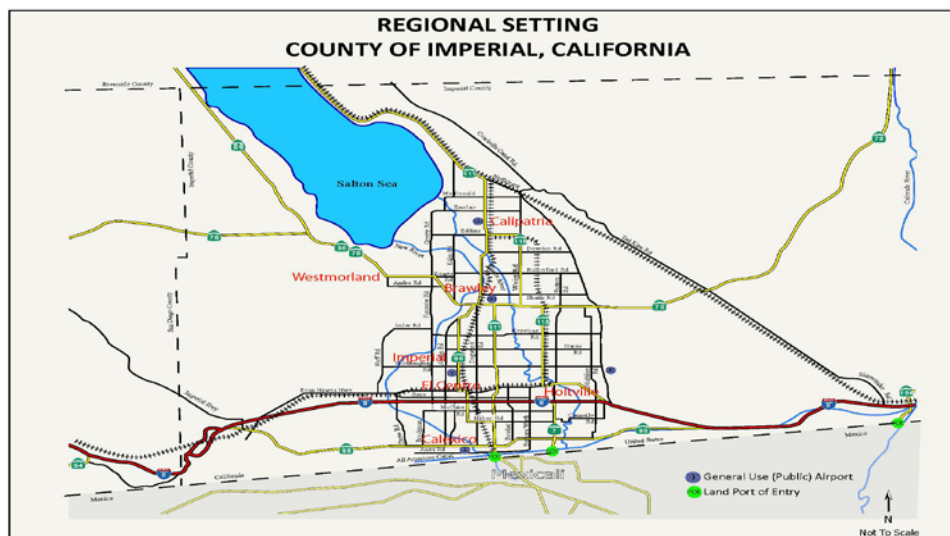


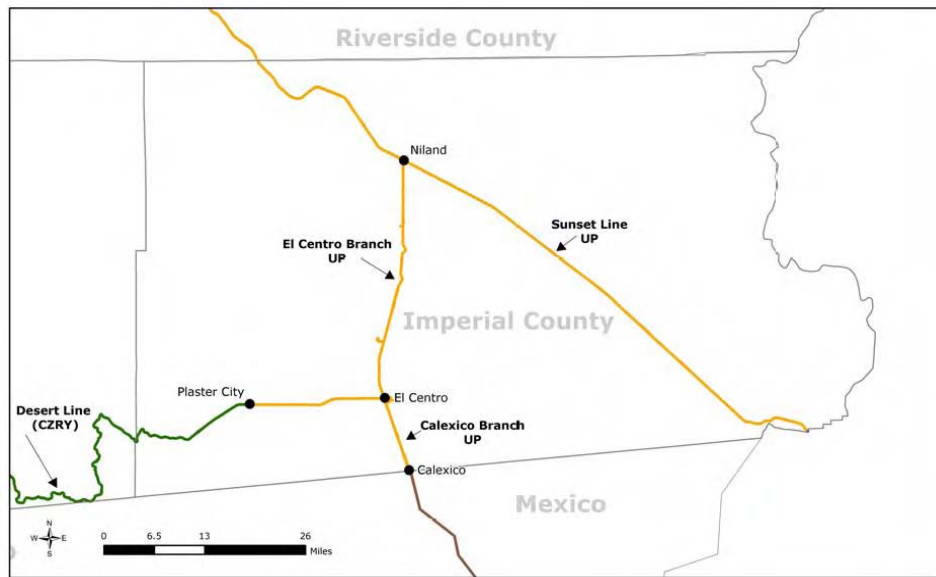
Airport Infrastructure – The Imperial County Airport is a 139 Commercial Airport as well as the largest general aviation airport in the county. It is centrally located within the jurisdictional boundaries of the City of Imperial, along Highway 86, owned and operated by the County of Imperial. The Imperial 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, 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. Currently air passenger services are provided by SkyWest Airlines that provide service to San Diego International Airport. In May of 2013 air passenger service

will be provided by SeaPort Airlines. SeaPort Airlines is projected to provide service to San Diego and Burbank airports.

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 daily based at the airport. The Holtville Airstrip is currently closed to civil aircraft operations but does have future economic development potential.

Rail Infrastructure - Imperial County is also served by rail connections from Mexico, Riverside County, and Arizona. Commodity flows by rail account for about 3% 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 Carrizo





Gorge Railway (CZRY) 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. However, this section of the rail line is currently closed for operations.

3-8 Conclusion

Overall, the economic and social areas in Imperial County are improving, or at keeping consistent with historical trends. The State of California offers a variety of grant programs such as the Community Development Block Grant (CDBG), HOME, and CalHOME programs. The County and Cities can enable communities to plan, coordinate, assist in distressed times during a natural disaster, and loss of jobs or a high unemployment rate by providing affordable housing with the grants available from the State. The County of Imperial and Cities are notified of funding availability through the “Notice of Funding Availability” (NOFA) throughout the year. State grants and local assistance can assist businesses in the communities by providing technical assistance, loans, resource referrals and much more. With the proper programs in place, the economic and socioeconomic factors in Imperial County will continue to improve.

The opening of the new Port of Entry in December 1996 in Imperial County intensified economic development activity in the area and has been the catalyst

to increase the County's participation in the international and regional trade area. According to the Bureau of Transportation Statistics, in 2007, 305,742 vehicles entered the United States through the new port of entry. From 1997 there was a 33% increase of vehicle admittance through the new port of entry. The new port of entry is an area with tremendous potential for commercial and industrial development. Therefore, Imperial County worked to remedy the lack of a major road connection to the interstate highway system. According to County officials, there has been a major increase in the flow of trucking traffic into the County since the opening of the Calexico East Port of Entry. Most of the traffic goes through the new port and travels on county roads and Calexico city streets. It was the County's goal to pursue state and federal resources for the completion of the construction of Highway SR-7, which begins at the Calexico East Port of Entry and ends at Highway 98. This construction extended Highway SR-7 to Interstate 8.

The Gateways of the Americas, a project partially funded by EDA, is located on the new port of entry where industries located in this area perform the following activities:

- supplying of raw material and components
- warehousing and distribution
- transportation services, and
- brokerage services

The County of Imperial, along with four other cities located in Imperial County, submitted an application to the United State Department of Commerce for a Foreign Trade Zone Designation. In 2003 a FTZ was granted to Imperial County. In 2005, the Imperial Valley Foreign Trade Zone Joint Powers Authority (IVFTZ-JPA) was formed including the City of Brawley, City of Calipatria, City of El Centro, City of Calexico and County of Imperial. Through this joint venture, Imperial County has been working diligently to attract business that would benefit from the FTZ designation. Currently, the IVFTZ is working with a consultant to attract and educate potential business that could benefit from FTZ incentives.

In 2005 the County of Imperial and the City of Brawley submitted a final joint application for an Enterprise Zone Designation to the California Housing and Community Development (HCD). The application was awarded and the Imperial Valley Enterprise Zone Joint Powers Authority (IVEZ-JPA) was formed to oversee the new designation. The IVEZ-JPA includes City of Brawley, Imperial Irrigation District and County of Imperial. In 2006 the County of Imperial and the City of Calexico submitted a joint application for an Enterprise Zone Designation to the California Housing and Community Development (HCD). The application was awarded and the Calexico - County Enterprise Zone Joint Powers Authority (CCEZ-JPA) was formed to oversee the new designation. The CCEZ-JPA includes City of Calexico, Imperial Irrigation District and County of Imperial. Both enterprise zones designations hired EZ Managers to promote and market incentives offered under enterprise zone designations to businesses located within the designated zones.

The passage of NAFTA dramatically increases foreign investment to the California/Mexico border region. NAFTA, combined with the region's business friendly local governments, available labor force, 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. At the same time, NAFTA has strengthened America's trading relationship with Mexico. 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, understanding the growth of industrial development in Mexico and the benefits that accrue to the U.S. begins with an understanding of the maquiladora industry. Traditionally, maquiladoras are foreign-owned assembly plants in Mexico that import raw materials duty-free

and export final products to the U.S. and around the world. Industries most likely to take advantage of the maquiladora program are those which require high investments in labor cost such as aerospace, electronics, electronic components, industrial equipment and machinery, plastics, textiles, and furniture. Recently, more and more maquiladora operations are becoming Mexican domestic companies to take advantage of Mexico's Free Trade agreements with countries in Central and South America.

Maquiladora employment has been maintaining steadily since the passage of NAFTA. More than several hundred maquiladoras operate in Baja California, making Baja Mexico the maquiladora capital. Samsung Electronics alone decided to invest one half of a billion dollars into a Tijuana production facility.

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 is making consensus-building workshops at its semi-annual meetings a priority. OEDC members also plan to present this study to all city council and the Imperial County Board of Supervisors and extend an invitation to be involved in the visioning process for Imperial County.

Mega-Region

The Cali Baja 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 to North America's largest consumer marketplace, Cali Baja 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. Cali Baja is your fast lane to North America that will expand with your business for years to come.

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 2010, 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 what 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 is to formulate its mission and to set realistic goals, objectives, and action plans. The following are the results of the community assessment process. They are the challenges and opportunities to be addressed by the OEDC within the next five years.

STRENGTHS

- Lose knit communities
- Positive rural business environment
- Growing community based partnerships
- Large amount of vacant, affordable land
- Fertile available inexpensive land
- Established North American Free Trade Agreement (NAFTA) Corridors
- Border Economic and Community ties with Mexicali, Mexico
- Three Land Ports of Entry with Mexico
- Commerce between two countries
- Proximity to Mexico maquiladoras
- Available/Trainable workforce
- Renewable energy resources
- Multicultural community
- Access to higher education: Imperial Valley College, San Diego State University – I.V. Campus, University of Phoenix (include post secondary schools in Mexicali)
- Availability of state and federal resources for Economic Development
- Business incentives: Enterprise Zone, Enterprise Community, Manufacturing, Enhancement Area, Recycling Market Development Zone
- Mega-Region
- Self Help County – Measure D, 40 year local sales tax to improve roads in the County
- Accessible planning process
- Access/communication with local officials
- Favorable weather
- Large potential labor force
- Naval Air Facility - El Centro
- Border Area Economic Opportunities
- Pro-growth attitude
- Less expensive cost of living
- Affordable housing
- Transportation routes/freeway access
- Development of local industrial parks
- Low property taxes
- Regional Recreation
- Collaboration among agencies
- Educational Facilities
- Healthy agricultural economy
- Part 139 Airport Commercial Passenger Airport

WEAKNESSES

- Lack of infrastructure to support present/future development
- Congested Border Crossing Traffic
- 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
- College graduates lack career opportunities
- Need to improve quality of education in K-12 schools
- Air Quality
- Lack of financial resources
- Need to diversify economy
- Technical assistance available but not marketed
- Neighboring regions uninformed of our region's resources due to lack of marketing funds and resources
- Lack of medical specialists
- Drug and human trafficking
- Language barriers
- Regional partnerships
- Seasonal employment
- Salton Sea restoration
- Need for proactive planning
- Need for technical skills training

The region's advantages lie within a youthful population, location within the Cali Baja mega region, 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, AZ and San Diego, California; throughout California and beyond to other U.S. States and international markets.

4-1-1 Identify key industries for the Imperial County (within 5 years)

An analysis of the available demographic information matched with information gathered from key community leaders provides us a potential roadmap for key industries for which the Imperial County can prosper economically. Five of these industries are ones that the region can begin recruitment for expansion now.



Courtesy of Bill Gates Photography

4-1-2 Agribusiness

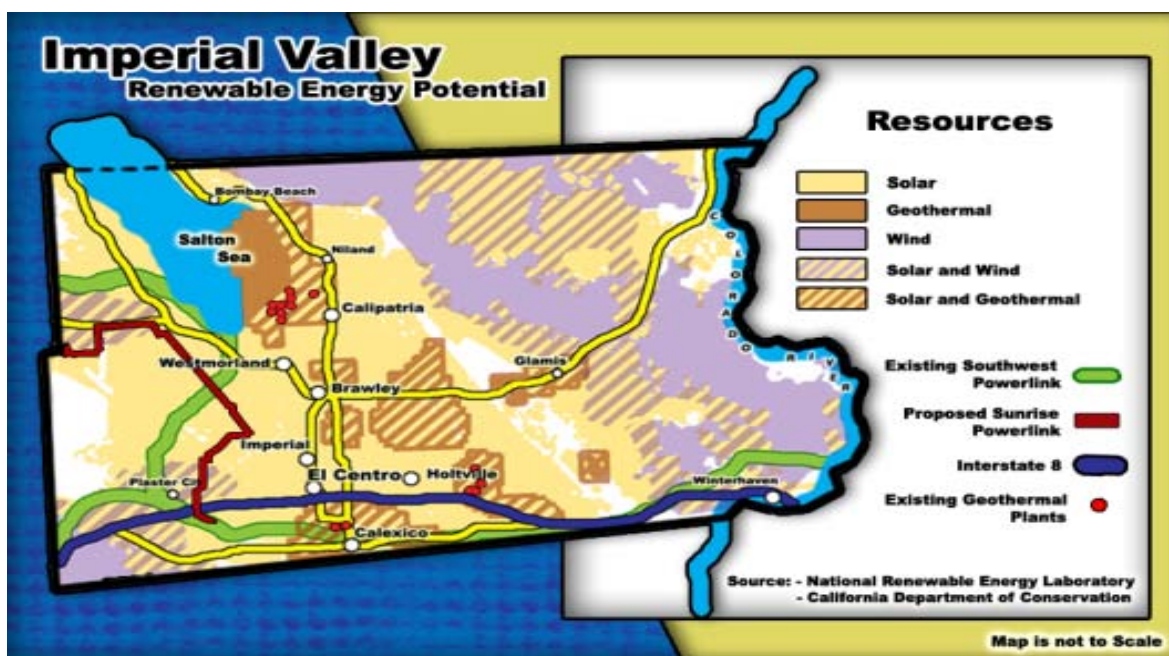
The largest industry in Imperial County is agriculture with the gross production valued at \$1,964,087,000 in 2011. This is an increase of \$365,553,000 (22.8%) compared to the 2010 figure of \$1,598,534,000. Field crops showed an overall increase of 44% in value compared to 2010, with the largest gains in kleingrass hay, bermudagrass hay, wheat and miscellaneous field crops. The overall gain in vegetable and melon crops were more than 11% with the largest gains in broccoli, cauliflower, market carrots and salad products. Gains were generally due to increases in acreage and price. Cattle again ranked as the number one commodity, with an increase of over \$57 million (21%).

However, the Imperial County region must seize the opportunity to bring additional food processing facilities to Imperial County, specifically food processing involving crops/products grown and raised in the region. The availability of said products

combined with available labor, abundance of water and electricity and access to major consumption markets provides an ideal opportunity.

In addition to food processing, there is an opportunity to collaborate with San Diego who 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 preformed 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 some applied biotechnology industries. The ability for these companies to utilize inexpensive land to create the 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 fifteen-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 Energy Generation Imperial County is rich in renewable resources—resources that have only been tapped to a limited extent. The demand for renewable resources has been growing dramatically nationwide in recent years, driven by concern about greenhouse gas emissions, higher fuel prices, and energy security. The dramatic increase in demand has been particularly pronounced in California, where the state’s renewable portfolio standard (RPS) requires the utilities to acquire 33% of electricity from renewables by 2020. In addition, the Global Warming Solutions Act of 2006 is likely to further improve the economics of renewables, which are relatively emission-free. Coincidentally, the richness in resources and the dramatic increase in demand for renewable energy provide an excellent opportunity for renewable development for the County. As the provider of electricity in the County and as a publicly-owned utility, the Imperial Irrigation District (IID) is interested in both serving its customers’ load with these resources and the economic development potential related to generation for loads outside of its service territory.

The total technical potential is 42,283 MW for the county’s renewable energy resources. As points of reference, the IID has a yearly peak load of approximately 1,000 MW and the all-time peak demand for the California Independent System Operator (which serves most of California) is 50,270 MW. The largest potential resource is solar, with 28,600 MW, followed by low-speed wind, 9,555 MW, and geothermal, 2,488 MW. Note that these estimates are an estimate of total potential, and do not indicate anything about 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 wide open space and bright sun most days of the year, the Valley has been described as ideal for solar and wind development, along with the seventeen existing geothermal plants generating about 600 megawatts of electricity that are located in several of the Known Geothermal Resource Areas.

In response, IVEDC has hosted the Imperial Valley Renewable Energy Summit and Expo for several years to draw more interest to drive the green energy economy forward. While some were skeptical at first, the continued development and increasing request for renewable energy production has proven that Imperial County is on its way to becoming a leader in renewable energy generation. IID proposes a \$200 million strategic transmission expansion plan to facilitate the transport of renewable energy to markets in the east and west. Key projects include the Path 42 Rebuild, the Midway-Bannister Transmission Line, the "S" Line Rebuild, and the "A" and "B" Transmission Line Upgrade. Once completed, these projects will allow the flow of energy within IID's service area and to/from crucial interconnection ties and will ultimately export up to 1,200 MW of renewable resources in a reliable, cost effective and environmentally sensitive manner. Development activities for these projects, which include engineering, environmental permitting and right-of-way acquisition, are currently underway.

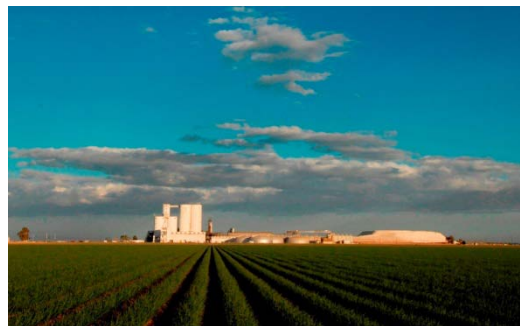
The Sunrise Powerlink Transmission Line Project, a 117-mile, \$1.883 billion 500-kilovolt electric "superhighway" from Imperial County to San Diego with 1,000 megawatt capacity (enough energy for 650,000 homes) was energized on June 17, 2012. This project went through a rigorous permitting process and 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 is on the horizon. 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. Despite the recent boon of developers' interest, renewable energy has been created in the Valley and some are hoping will continue to be a backbone of economic investment and job growth in the future.

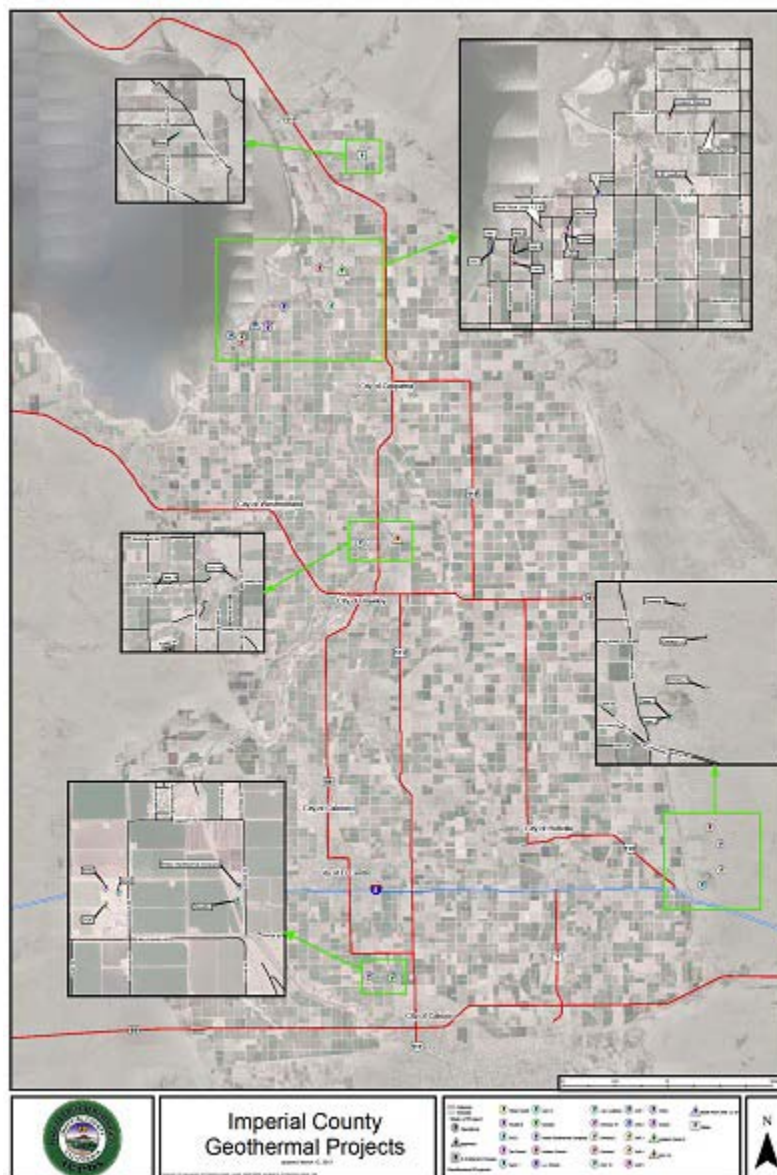
4-1-3-1 Geothermal

Imperial County is currently the second-largest geothermal energy producing county in the nation, generating about 600 megawatts of energy. Some geothermal plants have been in existence for more than two decades, making geothermal the renewable energy industry with proven longevity in the Valley.



Courtesy of Bill Gates Photography

CalEnergy Operating Corporation, EnergySource, LLC and Ormat Nevada, Inc. have developed several locations throughout the Valley, with some visible pipes above the surface near Heber, El Centro, and Calipatria that return the 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. The area surrounding the Salton Sea alone is estimated to be able to produce more than 2,000 megawatts of energy.



Geothermal Projects

4-1-3-2 Solar

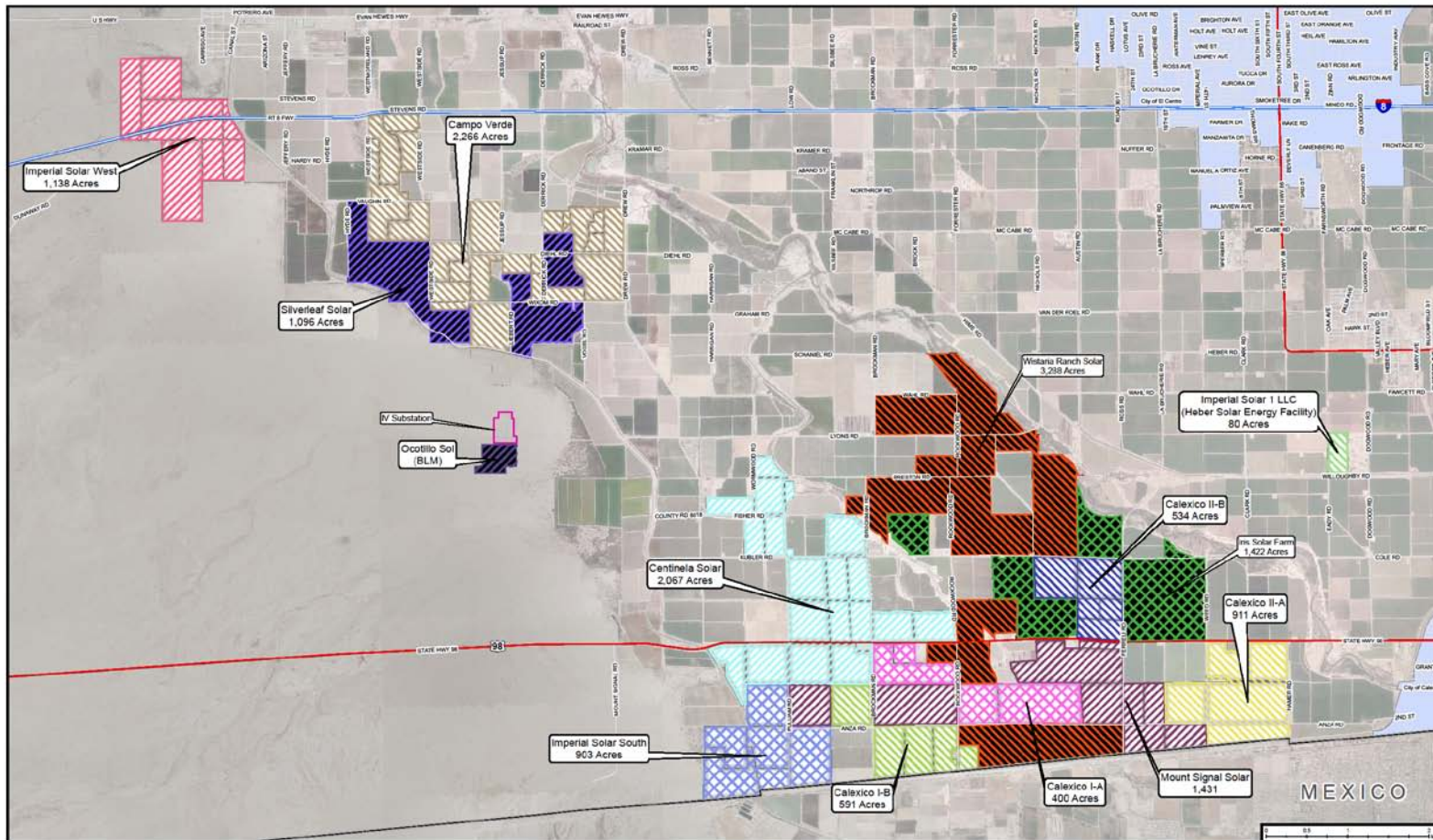
With more than 300 days of sun each year, the Imperial County has drawn more interest in solar development in the last five years. SunPeak Solar's, Imperial Valley Solar Company 1, is the first utility grade solar facility to be built in Imperial Valley went online in 2012 and is now powering IID customers.

Numerous proposed facilities, like Centinela Solar Energy is expecting to join 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 over a



dozen projects approved with one in operation and five in construction creating over a thousand construction jobs and over a hundred permanent jobs. If all the projects are built, they would generate about 2,500 total megawatts and create over \$2 billion in capital investment.





Imperial County Solar Farm Projects Southend Projects

UPDATED: February 26, 2013

Source: © GeoSource, © Planning Dept., Aerial: NAD 1983, created by GIS



Imperial County Solar Farm Projects, Southend Projects

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 of harnessing the wind.



Photo Courtesy of IVEDC Abundant Opportunities Magazine

A windfarm, like those seen in the Palm Springs area, is currently in construction near the Ocotillo area, dubbed Ocotillo Express Wind Project, the project is building 112 wind turbines standing at 400 feet tall and should be fully 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 property tax base, and the economic ripple effect resulting from the project.

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 can 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 is projected to grow to \$142 billion (HDR Decision Economic, SANDAG study, March 2010). The County's development area surrounding this border crossing is known as "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 our region identify what facilities and services in the area of logistics 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, legal, accounting, and banking services.

4-1-5 Specialized Manufacturing/Assembly

One segment of growth for Imperial County will be specialized manufacturing and assembly. The types of companies that will prosper will be either ones that are homegrown or are very small companies (usually with less than 25 employees) that relocate to the region. These companies are often characterized as ones family or individually controlled and their location is predicated upon a desired lifestyle/quality of life for the owner's and availability of labor. These companies often want 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.

Warehousing Facilities in the Calexico Border Crossing Area



4-1-6 Tourism

Each year, millions of people from San Diego, Los Angeles, and Riverside County and beyond visit the Imperial Sand Dunes to enjoy and experience the sand dunes. During the fall to spring months, visitors from colder northern climates migrate to Imperial County to enjoy our mild-winter weather and participate in activities such as golfing, cycling, water-skiing, fishing and shopping. The baby-boomers are reaching retirement age and many will have disposal income and are considered the most active retirees in history seeking sunny winter areas with outdoor activities. 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 the past years, thousand of bird watchers have traveled from as far away as British Columbia to attend the International Bird Festival featuring Salton Sea, Imperial County and in 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-three hours of San Diego-Orange-Los Angeles County, 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. Currently, the region is not any closer to implementing a plan to restore the sea than ten years ago. Until all parties are unified in their efforts to restore the sea, there will be little economic development beyond general land speculation and sporadic single-family homes due to the affordable land prices.

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.

4-2 Opportunities for Workforce Training & Economic Development

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

Also described is the general education or technical training required to qualify our workforce. It should be noted that almost all technical, professional, business or customer service jobs insist the workforce have the ability to effectively communicate, both written and verbal, in English along with a basic understanding of mathematics and business etiquette.

Each of the identified job categories are a reasonable match for the workforce of Imperial County. Various educational and technical training is available to develop the specific skills sets for members of our workforce. Based on current demographics and education levels the following five (5) career fields represent the most likely economic prosperity for Imperial County over the next five (5) years:

4-2-1 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. This coupled with emerging wind and solar technologies should help to create additional opportunities in what are considered to be very technical, and therefore higher paying positions. There are two potentials for Imperial County with respect to these jobs:

- A.** Education/Training/Hiring from within the region, thereby creating a new class of worker that is spending and investing within the region. San Diego State University's Imperial Valley campus has taken the lead. The campus's Center for Energy Sustainability now offers a certificate program in Renewable Energy Fundamentals, academic courses such as Water and Energy Resource Management, and 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 a 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 to enter law enforcement can also complete an Associate Degree in Administration of Justice and can complete Levels II and III of the Peace Officer Standards Training (POST) academy. A wide range of programs are available in Industrial Technology, including the NATEF-accredited Automotive Technology, Air-Conditioning and Refrigeration Technology, Welding Technology, Building Construction Technology, and more. IVC is also preparing the solar technicians of tomorrow by developing NABCEP-certified Solar

Technician program. IVC and San Diego State University (SDSU) are currently working on the development of a 2+2 program in a Renewable Energy program.

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

4-2-2 Agribusiness

The total Imperial County gross agricultural production value in 2011 was approximately \$1.9 billion. These products include cattle, sheep, hay, fruit, vegetables, melons, cotton, sugar and grains. The region can produce additional jobs, which are vertically aligned, and potentially higher paying in food processing industries. Educational level desired to qualify: high school or GED and On-the-Job Training.

4-2-3 Medical and Medical Support

The growing 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, allied, and technical support staff. Educational level 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 (including forklift operators) and inventory staff. Educational level desired to qualify: High school diploma or GED for entry level with specific training for truck driving (professional training) and specific training for inventory-type positions.

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 another training providers could partner with major retailers, automotive dealerships and others to provide direct customer service training. A short-term academy type of system would allow for the continuous training of thousands of workers per year.

4-3 Quality of Life

One of the most important investments a region needs to focus on is the level of quality of life, or the perception a region envisions as quality of life. Many communities and regions spend hundreds of millions of dollars each year marketing and advertising their respective community as the best place to live, work, and for entertainment. Investing in the region has allowed residents and visitors to witness the positive changes the Imperial County as a region has undergone in order to provide a high quality of life which has allowed our community to be a great place to live, work and for entertainment.

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

- a. Bi-National Culture:** the Imperial County is geographically located north of a major city (Mexicali) in Mexico. This allows the residents of the Imperial County as well as its visitors to experience the culture in another country including their politics, businesses, traditions, food, and entertainment.
- b. Small Town Atmosphere:** the Imperial County is considered a small or rural community which has resulted in a closed knit community.



c. Blue-Collar Work Ethic: a commonly used term in mid-western cities across the United States, the Imperial County's agriculture based economy, lends itself to strong work ethics and values. Part of acquiring high quality of life centers around the work ethic in a region and our closed-knit community allows residents to value their work. These are meant to



be tangible items designed to provide 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 less rural and more urban, there will be an increased demand for executive or move-up style housing. This has been seen with the development of larger homes with greater amenities or private communities that offer golf or other recreational activities.

e. Performing Arts Center/Theatre: A larger number of persons interviewed spoke of a need to bring more arts based activities to the region, and noted a lack of a regional performing arts center in the Imperial County. Annual performance events are presented at the Southwest Performance Arts Center, Palmer Auditorium, Rodney Auditorium, Carmen Durazo Cultural Arts Center and Camarena Memorial Library.

f. Increased Medical Facilities and Specialists:

The Imperial County has worked arduously in providing an adequate healthcare system to its residents. As previously mentioned, there are two hospitals in the region, El Centro Regional Medical Center (ECRMC), and Pioneers Memorial Hospital (PMH). These two major





hospitals have open up satellite clinics in the City of Calexico. In addition, the Imperial County has several clinics throughout the valley which include Clinicas de Salud Del Pueblo,

Women's Clinic, and private practitioners. However, the county lacks more specifically advance cancer treatment centers and other specialized health care

(including health specialists). As the overall population of the United States continues to age and life spans continue to increase, the issue of quality and available health care will become more important for future generations. IVC offers an Associates of Science degree in Registered Nursing. IVC also offers a certificate or an Associates of Science in Vocational Nursing (LVN).

g. Entertainment: The Imperial County hosts a plethora of events ranging from cultural festivals, airport aviation days to an annual PRCA rodeo. With each event individuals are able to participate in these unique events without leaving the county. The 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 the Cattle Call parade, Christmas parades, cook-offs, farmer's markets, Blue Angels flying demonstration, and California Mid-Winter Fair. In addition, local venues such as restaurants, movie theaters, Motor-Vu drive-in, the bowling alley, and sports bars are all part of our community's opportunities. The Imperial County is

closely located to a major metropolitan southern California city to where residents can travel to enjoy the amenities of a metropolitan city.

h. Formal/Fine Dining Restaurants: Recently, the 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 chain restaurants.

i. Local and Regional Park(s): Local community parks are located independently within each city limits. The City of El Centro includes Bucklin Park which is used by locals to hold annual events. This park is also used for family picnics, birthday parties, exercising, and other leisure activities. 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 County of Imperial has recently renovated Sunbeam Lake Park which includes water features that allow local families to relief during the summer months. Additional activities include swimming, boating, toddler playground, soccer fields, baseball fields, picnic areas, and BMX facility.

j. Golf Courses: Other activities that are enjoyed by our residents and visitors are the four golf courses available throughout the Imperial County where golfers can enjoy a day of golfing with family friends. There have been some suggestions that the region could consider working to add additional golf courses that could become a major tourist attraction during the spring and winter months.

k. Facilities and Activities for Active Adults: The growing population of active adults (defined as ages 55+) has geared our regions focus on the needs for activities, housing development, and improved medical facilities for this population. In addition, there are persons living in regions to the west and northwest of the Imperial County that may consider retiring to the Imperial County which will potentially focus on the same needs as our local residents. Thus, the demand for a variety of facilities and activities directed toward this group. There are senior centers which offer nutritional meals, exercise classes, and activities for recreational purposes at various sites within the Imperial

County. As previously mentioned, medical facilities have been a focusing on improving their services. Low-income and senior housing have been a goal of the Imperial County. The City of El Centro is working on the construction for a Senior Center that will allow this target population to carry out their activities.

4-4 Incentive Zones 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 in the Imperial County. These incentives are available for qualifying existing and new businesses.

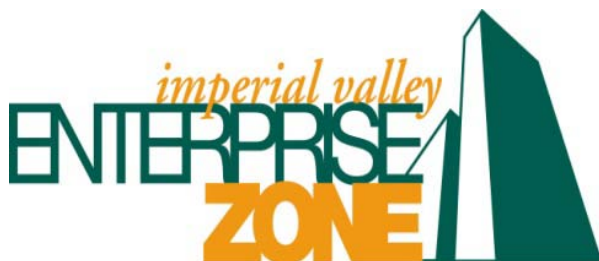
Enterprise Zone

An Enterprise Zone is a geographic area that is economically distressed and is targeted for economic revitalization. Enterprise Zones stimulate economic development by offering incentives to new and/or existing businesses that locate in these designated areas. Imperial County currently has two Enterprise Zones:

Imperial Valley Enterprise Zone and Calexico-County Enterprise Zone

Enterprise Zones allow businesses located in these areas to save thousands of dollars through tax credits and other benefits. Tax credits and benefits to Imperial Valley's two Enterprise Zones include: Hiring tax credit

- Sales or use tax credit
- Net operating loss carryover
- Business expense deductions
- Lender interest income deduction



Imperial Valley Foreign Trade Zones



Imperial County is the site of seven areas designated as Foreign Trade Zone #257. A foreign trade zone provides incentives for domestic manufactures 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. Imported materials or merchandise imported into the zone are excluded from customs duty and excise taxes until they leave the foreign trade zone. Materials and goods exported outside the U.S. is excluded from being charged duty. Additional benefits include:

- Reduced tariffs
- Duty exemptions
- Duty elimination on waste, scrap, and yield loss
- Weekly Entry Fee savings
- Duty Deferral

HUB Zone

In order to stimulate job creation in underutilized business areas, the Small Business Administration introduced HUB Zones. Small businesses operating within HUB Zones receive federal contract preferences. The entire Imperial County qualifies as a HUB Zone.

New Markets Tax Credits (NMTC)

Program taxpayers who make equity investments in designated Community Development Entities (CDEs) may qualify for Federal income tax credits. These investments must then be used by the CDE to provide investments in low-income communities. The majority of Imperial County is designated as a NMTC area.

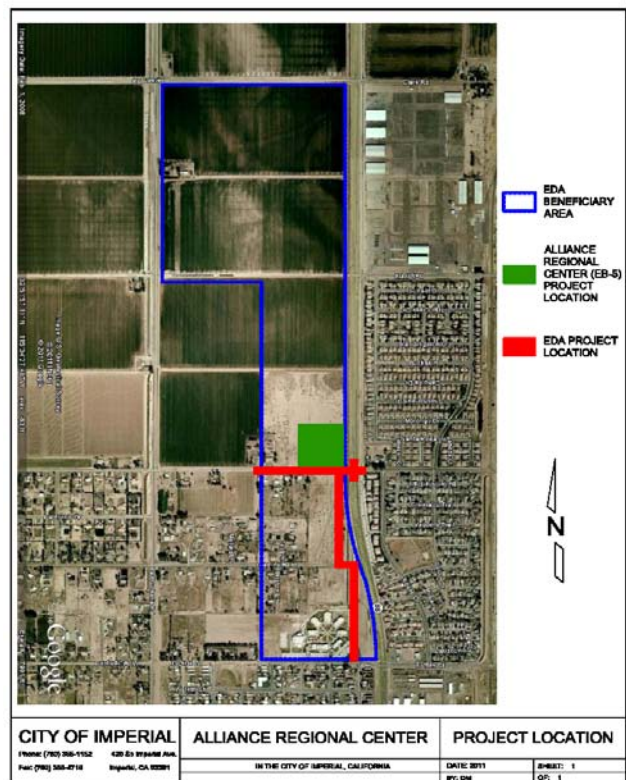
EB-5 Program

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 also are 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, the minimum investment in the U.S. is \$500,000, which includes Imperial County. Imperial County has three Regional Centers designated by USCIS. They are 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 \$2,000,000.00 per project, to be used for equipment, leasehold improvements, purchase recycled raw materials, inventory and to acquire owner occupied commercial real property real estate limited to \$1,000,000.00 and free technical



assistance. There are over 100 companies in California who have received low interest loans through the RMDZ and hundreds more that have been assisted by the RMDZ program in other ways that didn't include the 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 our diversion rates.

4-5 Military

Naval Air Facility El Centro provides realistic training to active and reserve aviation units and activities of the Navy's operating and training forces, other US forces and allied units. NAF EC plays a key role in aviation initial and refresher training. The combination of a unique climate, vast unobstructed desert terrain, limited non-military air traffic and 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 total economic impact that NAF El Centro had on the regional economy of Imperial County during NAF EC's 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.
- Over \$4 million in state and local tax revenues - \$2.2 million from operations, \$1.0 million from payroll, and \$0.9 million from transient personnel spending. These activities generated an additional \$4.8 million in federal taxes.
- \$68,500 in Federal Impact Aid – to support local schools.
- Nearly 1,400 jobs – 597 military and civilian personnel directly employed and 801 additional jobs related to NAF EC operations, payroll and other spending.

Potential Homebasing F-35C Squadron at NAF EI Centro

The Navy has narrowed the selection of a site for the homebasing of the new F35C (Navy Version) Strikefighter to two potential sites of which NAF EI Centro is one. The environmental study (EIS) has been completed and the report is now released. The EIS identified the base at Lemoore as being the preferred site over EI Centro.

There is great public support for bringing the Strikefighter to this area and a community committee has been set up to coordinate the effort. Funds have been raised and a lobbyist has been hired to work in Washington, D.C. on the County's behalf. Local cities have signed resolutions of support and petitions are circulating throughout the County. The committee will now be working on clarifying information in the EIS, and sending comments to the Department of the Navy.

The potential benefits to this community are huge:

- The F35C squadrons would require an additional 2,500 military personnel to be assigned to NAF EI Centro and create an additional 2,000 civil jobs on the base.

- Create the need for additional military housing, which would stimulate the construction industry and create new jobs.
- Provide an economic stimulus for local business to provide the variety of services needed by an enlarged military operation.

Section 5. Vision, Goals, Objectives, and Implementation Plan

This section sets forth the vision, goals and objectives to capitalize on the resources of the Imperial County and to address the economic problems of the region. The vision, goals and objectives will provide a framework for economic development planning agencies in the County to maintain a healthy and diversified economy.

5-1 Vision Statement

To develop and strengthen economic development and 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 emphasis on Imperial County Target Areas. Imperial 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 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

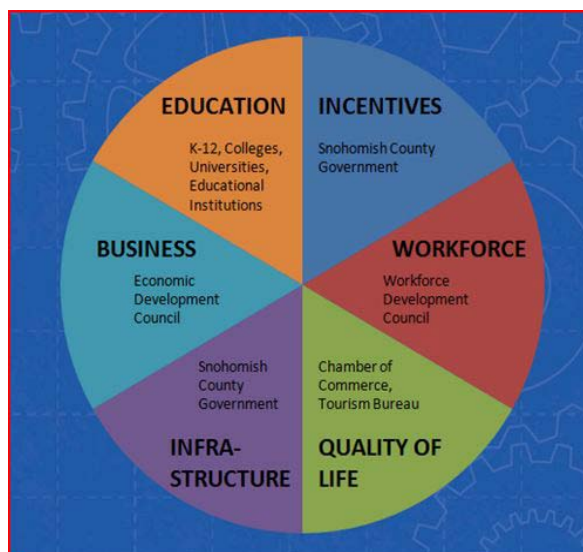
Implement a coordinated regional marketing and promotional activities. Promote location and proximity to metropolitan areas and other markets.

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 and higher paying positions in a diversified economy.

Objective 3.7

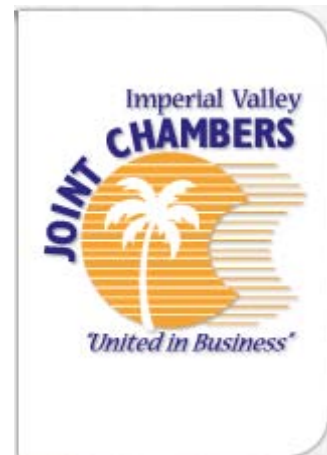
Support and encourage the creation of trade schools and the accreditation of Imperial Valley College to provide the necessary training and education for technical jobs.

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.

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, 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 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.

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 farm land consists of very fertile, alluvial deposits derived from the Colorado River flood plain. With a mild winter and a long growing season providing for two crop cycles each year, the Imperial County is a major source of winter fruits and vegetables, summer melons and grain for U.S. and international markets. Alfalfa is another major crop produced in the Imperial County.

Objective 6.1

Develop related agricultural industries and economic activities.

Implementation Strategy 6.2:

Encourage the continued development of agricultural related industries such as dairies and food processing.

Implementation Strategy 6.3:

Encourage the development of agricultural preserve areas whereby areas of lands are prohibited from being converted to non-agricultural uses.

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 near the Keystone Planning Area and within the Dogwood Road Transportation Corridor suitable for high-density transit-oriented 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.

Section 6. Action Plan

6-1 Development Strategy and Implementation Plan

The development strategy for the Comprehensive Economic Development Strategy (CEDS) forms the base upon which the total area action plan will be programmed during the next five years. 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 what 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 make-up of the communities in the County. The Commission concluded that there is a need to strengthen communication and coordinate regional economic and community development activities throughout the County. It was felt that a more integrated approach was necessary in order to find and disseminate information necessary 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 US Department of Commerce Economic Development Administration (EDA) provides investment assistance to communities for projects that contribute to the creation or retention of private sector jobs and to 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 Imperial County Overall Economic Development Committee encourages all municipal agencies and community based organizations to submit projects to enhance the region's economy. All projects must be consistent with the goals and objectives outlined in Section 5 of this Comprehensive Economic Development Strategy (CEDS) Plan. Projects developed for consideration should be consistent with EDA policies, and priority consideration will be given to projects which best meet relative needs of eligible areas, and are 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 are required to have the OEDC review as a prerequisite for funding by the U.S. Department of Commerce Economic Development Administration 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 adequate local matching funds with evidence of firm commitment.
- Have a favorable cost per job ratio.

- Complement Department of Commerce 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.
- 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.
- Have on-site labor costs as a substantial portion of the total estimated project costs.
- Can be substantially complemented within twelve months from the start of construction.

- Improve the community or economic environment in areas of severe economic distress.
- The following page lists projects that have been submitted by Imperial County governmental agencies. The projects as listed have been rated and ranked by the Overall Economic
- Development Commission, according to the established criteria as outlined previously.
- Inclusion of projects throughout the fiscal year is encouraged from those entities that have not identified a project at the time of the CEDS update.

Section 7. Evaluation

7.1 Program 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 businesses expansion.

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 make land ready 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 needs in regards of infrastructure and construction. County should have an inventory of needs from each city.

Goal 3:

Workforce Development Board to work in concert with educational organizations to facilitate the improvement of the education and skills of the region's workforce through targeted skills training of the workforce is a cornerstone to successful economic development in Imperial County.

Input Measure:

The OEDC membership will continue working with local work force development organizations to provide vocational training and expand educational opportunities. Maintain a close partnership with local economic development organizations such as, Imperial Valley Economic Development Corporation, Enterprise Zones, small business center and city economic development departments to help focus on needed skill sets required by future new business.

Output Measure:

These efforts will result in recommendation for vocational, training, and educational programs that will enhance the labor forces skills.

Goal 4:

Promote and expand tourism in the Imperial Valley.

Input Measure:

Coordinate with cities and private enterprise the promotion and development new businesses that support tourism in the Imperial County. We could develop equestrian sports, hiking, mountain biking, winter tournament sports, baseball, soccer or football as

well as golf. These activities will attract people from Canada, Mexico and colder states within the U.S. The county needs to look at its assets, location, weather, water, land, five public airports, and access to a large population of people with disposal income. County needs to identify sustainable tourism thus attracting industries that support those sports or activities.

Output Measure:

Identify existing recreational facilities and identify the recreational needs of the regions residents and visitors. Attract tourist groups such as the snowbirds to come the valley on an annual basis. Brainstorm and create a big event for the Imperial County that brings outside tourists here. The County should also approach our neighbors in Baja California and work with the department of tourism and other tourism agencies in Baja California and promote their events here in the United States. The Imperial County could promote Baja Mil and concerts. That way tourist will come to the county, spend their money here and also enjoy the events in Baja California.

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 US-Mexico Border while expanding opportunities for the international market.



Input Measure:

Increase international awareness of US/Mexico border opportunities related to NAFTA maquiladora industry, and special designations.

Output Measure:

1. The County should be proactive in making sure there is efficiency at the border in order to facilitate the crossing of goods, labor, and students that cross the border each day. Long border waits have decreased border crossings by a substantial

amount during the last decade causing the region to lose nearly a billion in potential tax revenue. The Goods Movement Border Crossing Study and Analysis conducted by the Southern California Association of Governments (SCAG) dated June 6, 2012 showed that the Imperial County lost \$384 million due to commercial and passenger vehicle delays.

2. The County of Imperial has in its 2013 Legislative Platform several objectives in regards to border infrastructure that include seeking additional funding for the Port of Entry, support CBP programs that increase participation in programs such as SENTRI that reduce border wait times while increasing security at our Ports of Entry. The County will also support efforts to allow various kinds of Public Private Partnerships to creatively finance new port infrastructure and/or staffing to speed up the flow of passengers and goods through our international ports-of-entry.
3. The County should also track efforts associated with the promotion of international and bi-national trade developments and the leads received for the area. Reactivate the Tri-Valley Alliance between Mexicali, County of Imperial, and Coachella Valley. The County will work closely with the Mexicali Economic Development Commission (CDEM), Imperial Valley Economic Development Corporation (IVEDC), and the Coachella Valley Economic Development Partnership to develop a strong regional alliance for the benefit of our region. A strong alliance with the three entities would allow the region to market itself internationally since they will share technology, information, education, border issues, economic development opportunities, tourism, and marketing. We should also take advantage that we share the Assembly District and tackle common issues such as agriculture, Salton Sea, among other issues.
4. The County will continue to support the CaliBaja Mega Region project to bring investment and job opportunities to the Imperial Valley, San Diego and Baja California and position our area 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 consists of very fertile, alluvial deposit derived from the Colorado River flood plains. With mild winter and a long growing season, providing for multiple crop cycles each year. The Imperial County is a major source of winter food source of winter fruits and vegetables, cotton, and grain for U.S. and international markets. Alfalfa is another crop produced in the Imperial County providing high quality feed for cattle and horses in and outside the United States.

**Input Measure:**

Agriculture is a major driving force in Imperial County's economy with \$ 1.9 billion of gross agricultural production in 2011, plus additional economic value in the various support industries, such as processing facilities, pest control services, pesticide dealers, shippers, seed companies, export companies, labor contractors, etc. Imperial County has approximately 500,000 acres of farmland, mild winters, and a year-round growing season. Other top ten commodities usually include alfalfa, lettuce, broccoli, carrots, and sugar beets with cattle being number one. Imperial County produces about 2/3 of the nation's winter fruits and vegetables.

Output Measure:

The OEDC should promote agriculture and related support industries. Promote and support development of new and specialty crops. Promote and support development of a more diverse processing industry, bio-fuel industry, 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 as long as they meet a balanced ecological system and environmental sound.

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 county to develop quality of life amenities. Imperial County needs to invest on 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 with cultural and educational programs that creates a workforce that helps increase the quality of life in the valley.

7.2 Economic Development Administration Narratives and Projects

The Economic Development Administration (EDA) is an agency under 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 of information, U.S. Department of Commerce, Economic Development Administration Agency
http://www.eda.gov/pdf/EDAs_regs-13_CFR_Chapter_III.pdf.

EDA Projects Completed

Year Funded	Total Project Cost	EDA Funding	Location of Project	Date Completed	Job Creation Per EDA	Job Creation as of May 2013	Jobs Pending	Brief Description
CITY OF EL CENTRO								
2001	\$1,790,000	\$1,290,000	703 Industry Way, El Centro, CA	April 2, 2005	101	103	0	Combination office and industrial building that houses 8 suites to serve small businesses.
CITY OF CALEXICO								
1999-2002	\$1,608,007	\$1,200,000	Hwy 111 and Camacho Road, North Imperial Avenue, Cole Road and Bowker Road	June 29, 2002	484	484	0	Construction of a 24" and 36" water distribution main line.
2009 – Present	\$6,105,217	\$3,000,000	North of Cole Road, Calexico, CA	July 6, 2012	256	256	0	Infrastructure improvements to include earthwork, sewer system additions and upgrades, storm drain system, water system, surface improvements and
COUNTY OF IMPERIAL								
1999-2003	\$10,775,453	\$1,350,674	Hwy 98 & State Route 7, Calexico, CA	February 13, 2003	210	252	0	Water & Sewer Treatment Plants and Infrastructure.
2009-2011	8,000,000	\$2,500,000	Heber and Pitzer Roads, Yourman Road, Abatti Road, and Hwy 111, Heber, CA	March 22, 2012	200	58	142	Extending existing infrastructure (water & sewer lines) to accommodate the development of the future Imperial Center.
CITY OF BRAWLEY								
2002	Unknown	\$1,500,000	5015 Best Road, Brawley, CA	June 24, 2002	1100	Unknown	Unknown	Installation of UV Disinfection System.
2002	Unknown	\$480,000	Brawley Beef Plant, Shank Road, Brawley, CA	January 8, 2004	1100	Unknown	Unknown	Upgrade NE waterline to connect to Brawley Beef Plant.

EDA PROJECTS IN PROGRESS

Name of Project	Year	Total Project Cost	EDA Funding	Location of Project	Jobs Created	Brief Description
CITY OF EL CENTRO						
El Centro Town Center Street Improvement	2009-2014	\$4,325,883 * updated as of 03/12/13	\$3,199,933	El Centro, CA (North 8th Street, North 12 Street, Cruickshank Drive)	417	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 Infrastructure Project

EDA Funding: \$ 3,199,933

Total Project Cost: \$ 4,325,883 (*updated as of 03/12/13)

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 will facilitate the development of both commercial and light industrial land. 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.

The U.S. Department of Commerce Secretary Gary Locke announced on August 19, 2009, a \$3.1 million Economic Development Administration (EDA) grant to the City of El Centro to help build infrastructure to serve commercial development in three commercial areas: the El Centro Town Center II, the El Centro Town Village industrial site, and the 8th Street industrial site. The grant is expected to create 417 jobs and generate \$120 million in private investment.

Project Status: The El Centro Town Center Streets Improvement Project is on target with the architectural and engineering tasks. Per information submitted by City of El Centro as of March 12, 2012 the following table reflects the work that has been completed thus far:

1	Right of Way Identification, Establish Vertical and Horizontal Control, Utility Research, Field Topographic Survey, Preparation of Topographic Map and Preparation of Base Map at 1" = 40' scale.	100.00%
2	Conceptual Plan / Preliminary Engineering Report. Define Proposed Alignment for 8th, 12th & Cruickshank, Preparation of Hydrology Study, Preparation of Traffic Study, SWPPP, Preliminary Cost Estimates and Methodology & Description of format/organization for Final Engineering	90.00%

3	Preparation of Street Improvement Plans, Signing and Striping Plans, Erosion Control Plan, Traffic Signal Plans and Street Lighting Plan	35.00%
4	Specifications and Bid Proposal Documents	75.00%
5	Final Construction Cost Estimates	0%
6	Project Design Coordination and Meetings	25.0%
7	Services During Construction	0%
8	As-Built Plans - To be prepared during and after construction	0%
9	Geotechnical Report	100.00%
10	Traffic Control Plan	0%

CITY OF CALEXICO

1) Project Name: Town Center / Portico / Klope Infrastructure Improvements

EDA Funding: \$ 3,000,000

Total Project Cost: \$ 6,105,217

Jobs created: 256

Project Description: Infrastructure improvements will include: earthwork, sewer systems (additions and upgrades), storm drain system, water system (additional water lines), surface improvements and underground utilities. The proposed infrastructure improvements to the project area will generate 828 new jobs upon completion and build out have generated a total of 1,555 new job opportunities for the residents of the City of Calexico. Private sector investment to be generated is estimated to be \$187,836,380.

Project Status: Construction contract agreement has been issued to Hazard Construction. Signed contract agreement and all the required liability insurance and performance /labor bonds received from the contractor have been reviewed by the City Attorney. Construction started in January 2011. The construction advance as of February 23, 2011 is about 6 %. The project is progressing as planned and no delays are anticipated.

Project Status: The EDA-Towncenter-Portico Industrial Development Project is coming to a completion after 10 months of construction. This project is located at the northwest

portion of the city area know as Portico Industrial Park and Towncenter Industrial Park. The project consisted of the following:

1. A portion of street rehabilitation along Cole Blvd
2. Widening & paving a portion of Cole Blvd including concrete sidewalk, curb & gutter.
3. Construction a brand new street Sunset Blvd including curb & gutter, sidewalks, handicap ramps, street lights, underground utilities sewer/water, sewer, storm drains, and sewer/water/storm drain laterals and electrical stub outs.
4. Reconstruction of a portion and completion of Robinson Ave including curb & gutter, sidewalks, handicap ramps, street lights, underground utilities sewer/water, storm drains, and sewer/water/storm drain laterals and electrical stub outs.
5. Installation of Traffic signal in two (2) intersections at Cole Blvd & Portico Blvd, and Cole Blvd & Sunset Blvd.
6. Upgrade of sewer lift station including larger reservoir and new pump station.

Project improvements are completed currently minor repairs need to be done and we anticipated to fully closed project by mid December or early January of next year. Information as submitted by City of Calexico as of February 23, 2011.

OEDC PROJECTS REQUESTING EDA FUNDING
January 2012

Category	Agency	EDA Funding	Description	Jobs	Project Status
City of Brawley					
Industrial Infrastructure	City of Brawley	\$2,000,000	North Brawley Industrial Park Infrastructure Project: This infrastructure will 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	In the application process
City of Calipatria					
COMMERCIAL INFRASTRUCTURE	City of Calipatria	\$6,200,000	Airport Industrial Park Improvement: This infrastructure will facilitate the development of retail neighborhood commercial, light manufacturing, and airport related activity for increased Economic Development	1,500+	In the application process
City of Imperial					
COMMERCIAL INFRASTRUCTURE	City of Imperial	\$5,000,000	Alliance and Innovation Regional Center: Extend water, wastewater and other infrastructure along Neckel Road.	719	In the application process
City of Holtville					
	City of Holtville	\$250,000	Business Incubator and Youth Entrepreneurial Training Program: Implement a youth entrepreneurial training program for Holtville High School students.	20	In the application process

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

Per Capita Income for the Population 16 years and older

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 IMPERIAL

Census Tract: 110

Per Capita Income for the Population 16 years and older

Civilian: 4343

Unemployed: 532

1) Project Name: Alliance and Innovation Regional Center

Census Tract: 110

Per Capita Income for the Population 16 years and older

Civilian: 4343

Unemployed: 532

EDA Funding: \$3,800,000

Total Project Cost: \$5,000,000

Jobs to be created: 929

Project Description: Funds will be used to extend water, waste water, 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, and 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 1 (319), phase 2 (300-400), and a minimum of (210) by phase IV. Site work has commenced on the project and the City is currently processing a conditional use permit and building permit for the project. Construction is expected to commence during the second quarter of 2013.

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	JOBS	FUNDING REQUEST	DESCRIPTION	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

Civilian: \$18,235

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.)
- JRM Food Chain Lease Building (45,000 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 Industrial Park (30,000 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.

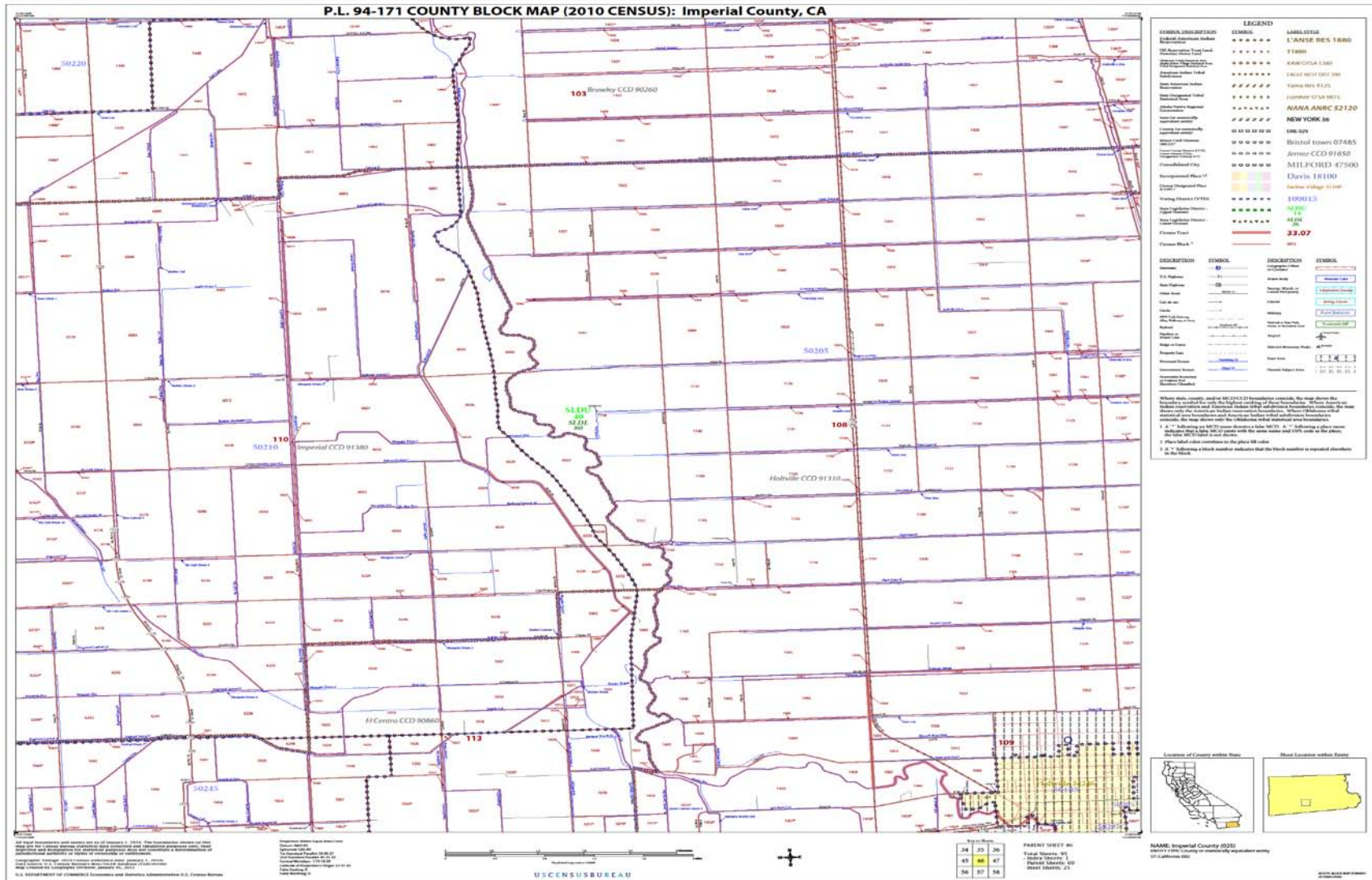
The City has been awarded a \$430,468 grant from the Department of Parks and Recreation for the Alamo River Recreational Trail, Phase I. Phase 1, which includes the storm water pollution prevention (SWPP) program implementation, and 0.75 miles of bicycle path and hiking trail improvements between Fern 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 Fun 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:

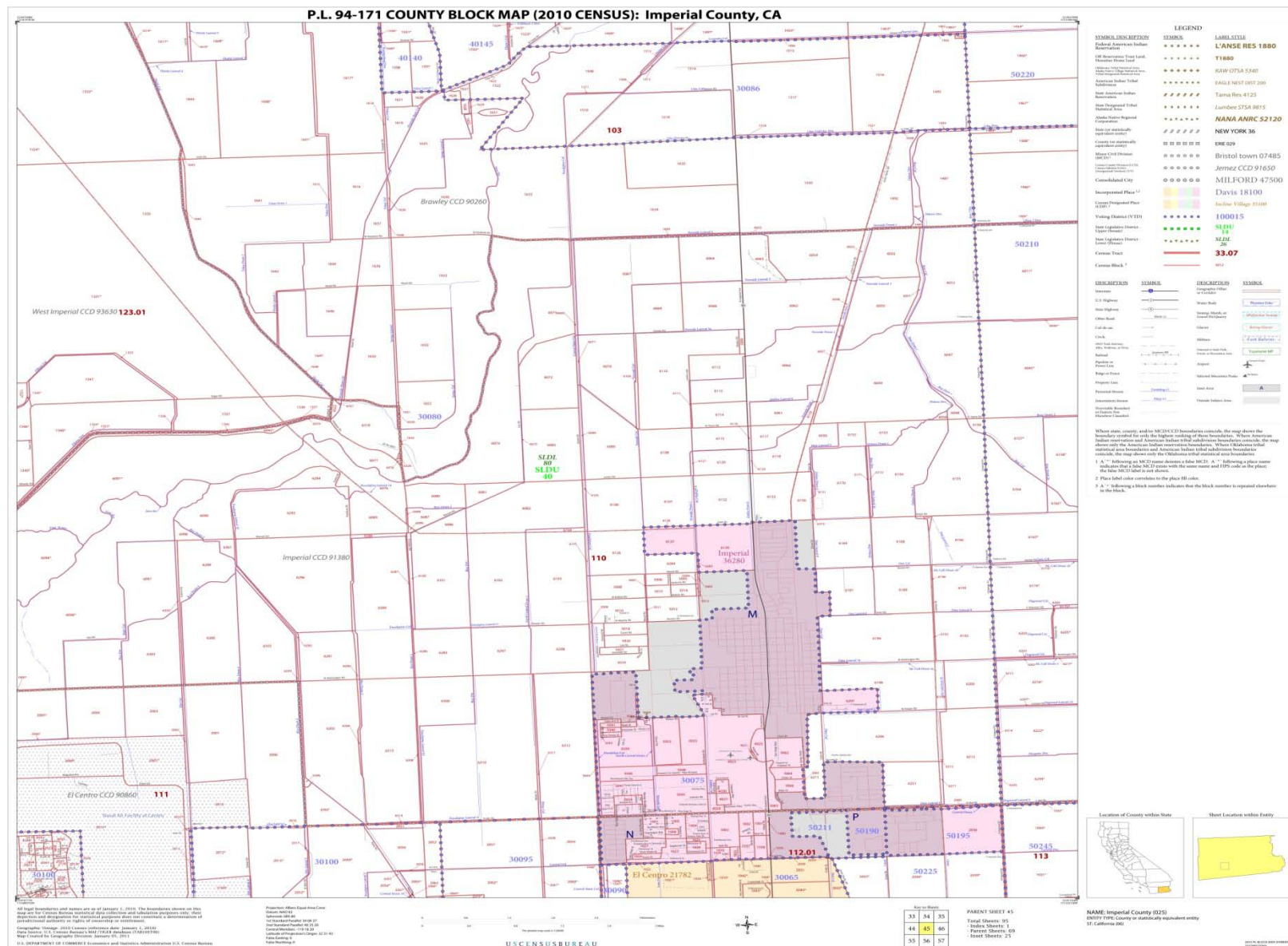
- Doris Butler Equestrian Center;
- Holtville Wetlands; and
- Vanderlinden Softball Field.

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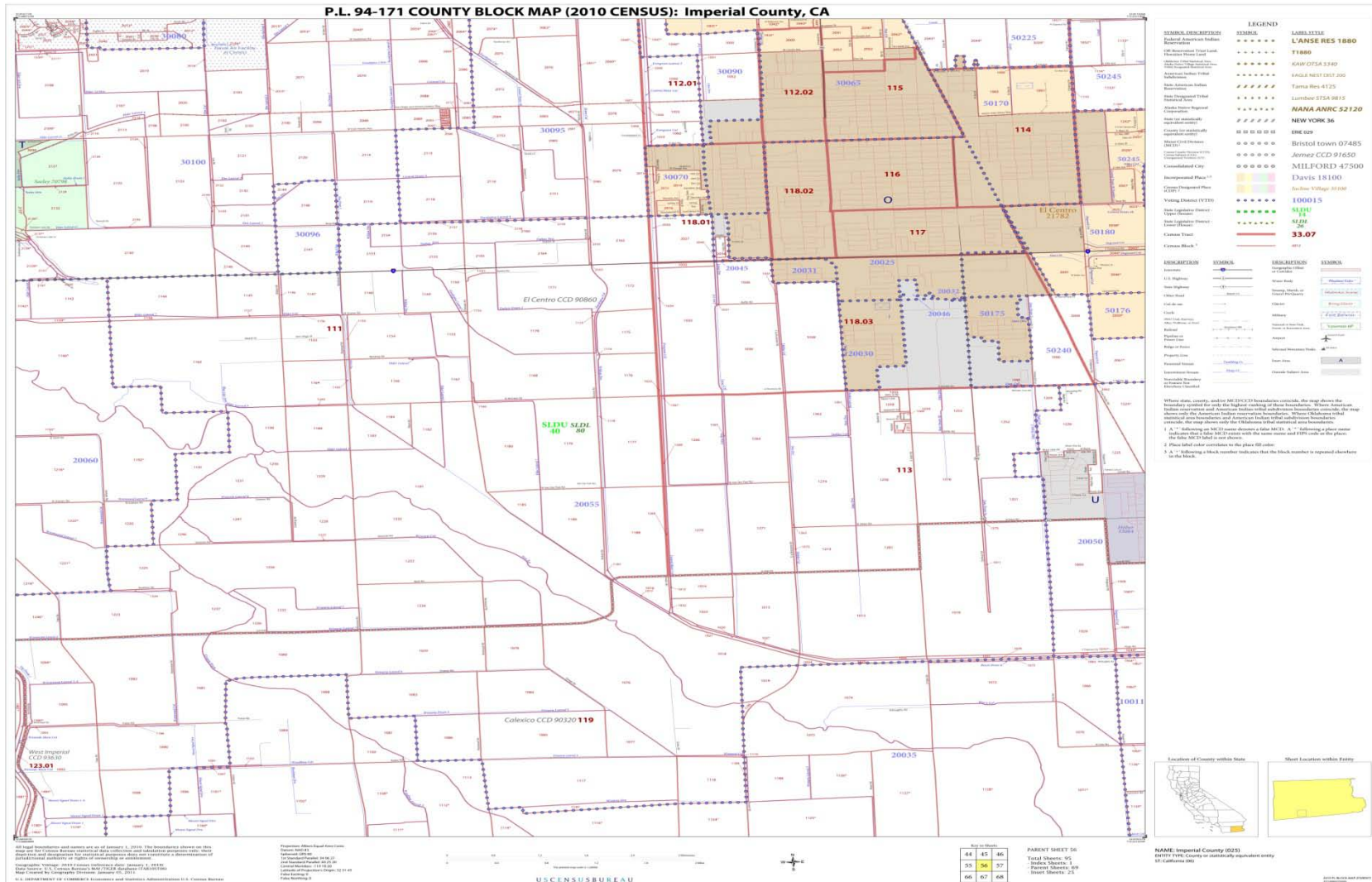
CITY OF HOLTVILLE



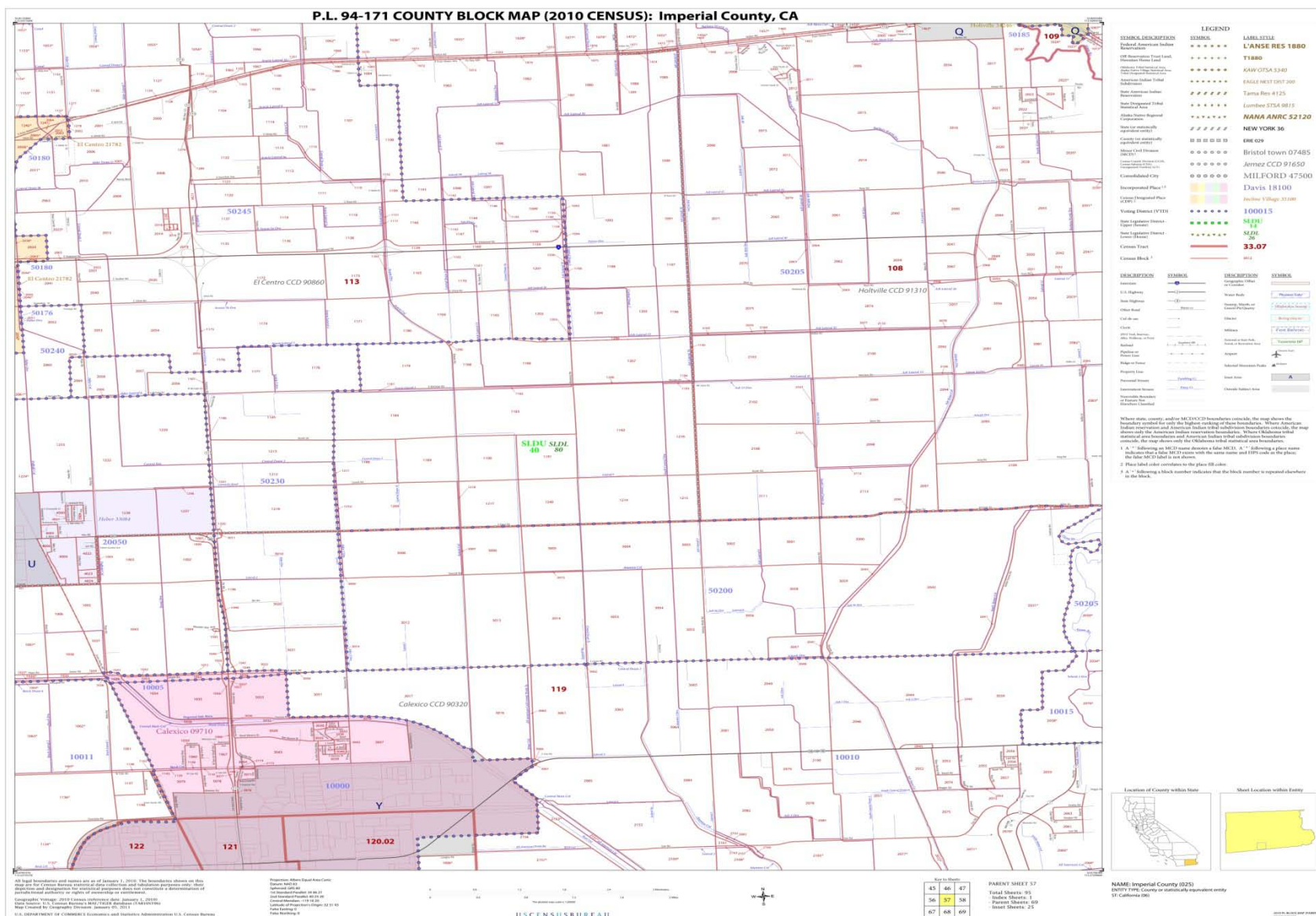
CITY OF IMPERIAL



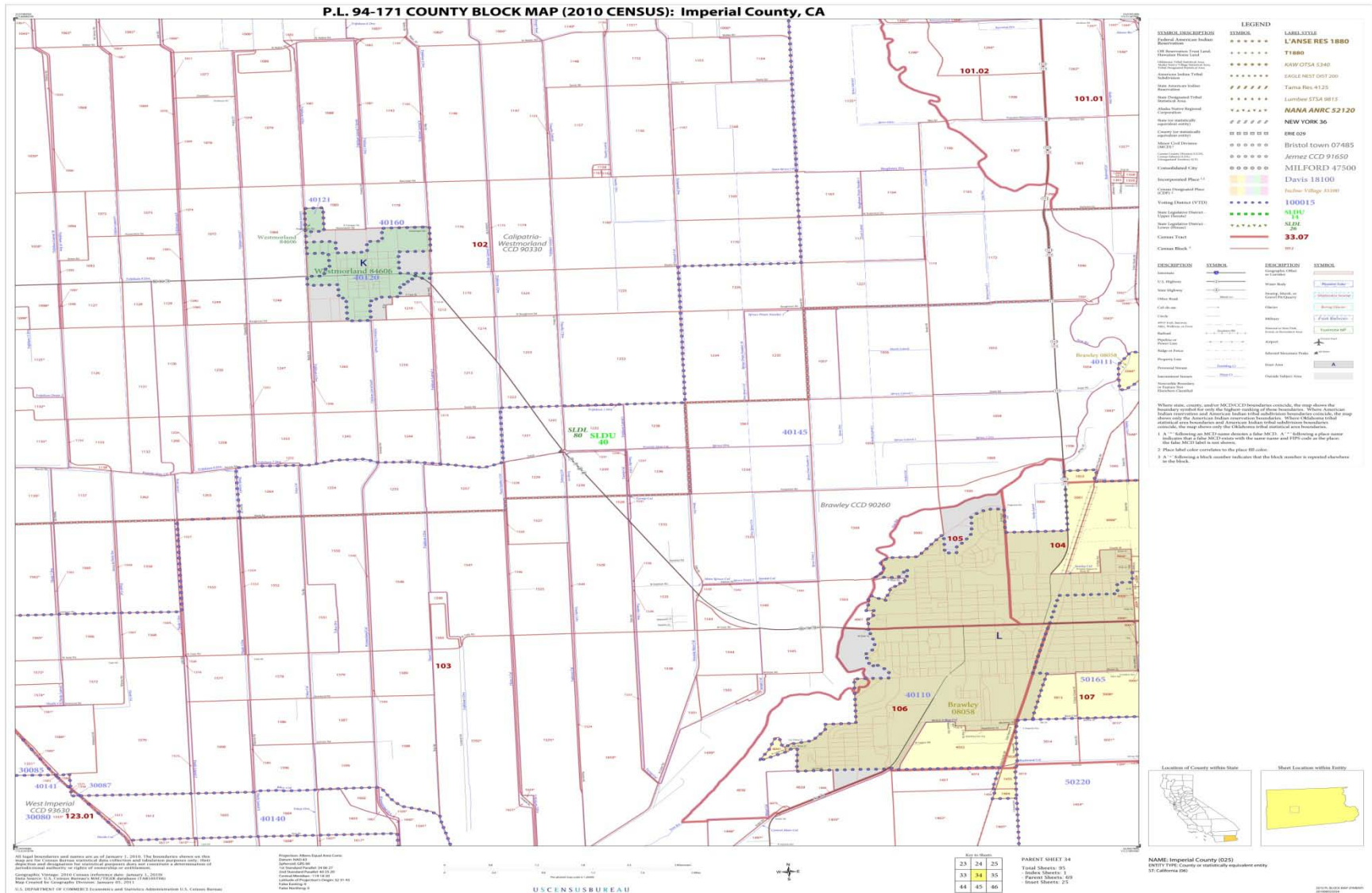
CITY OF EL CENTRO



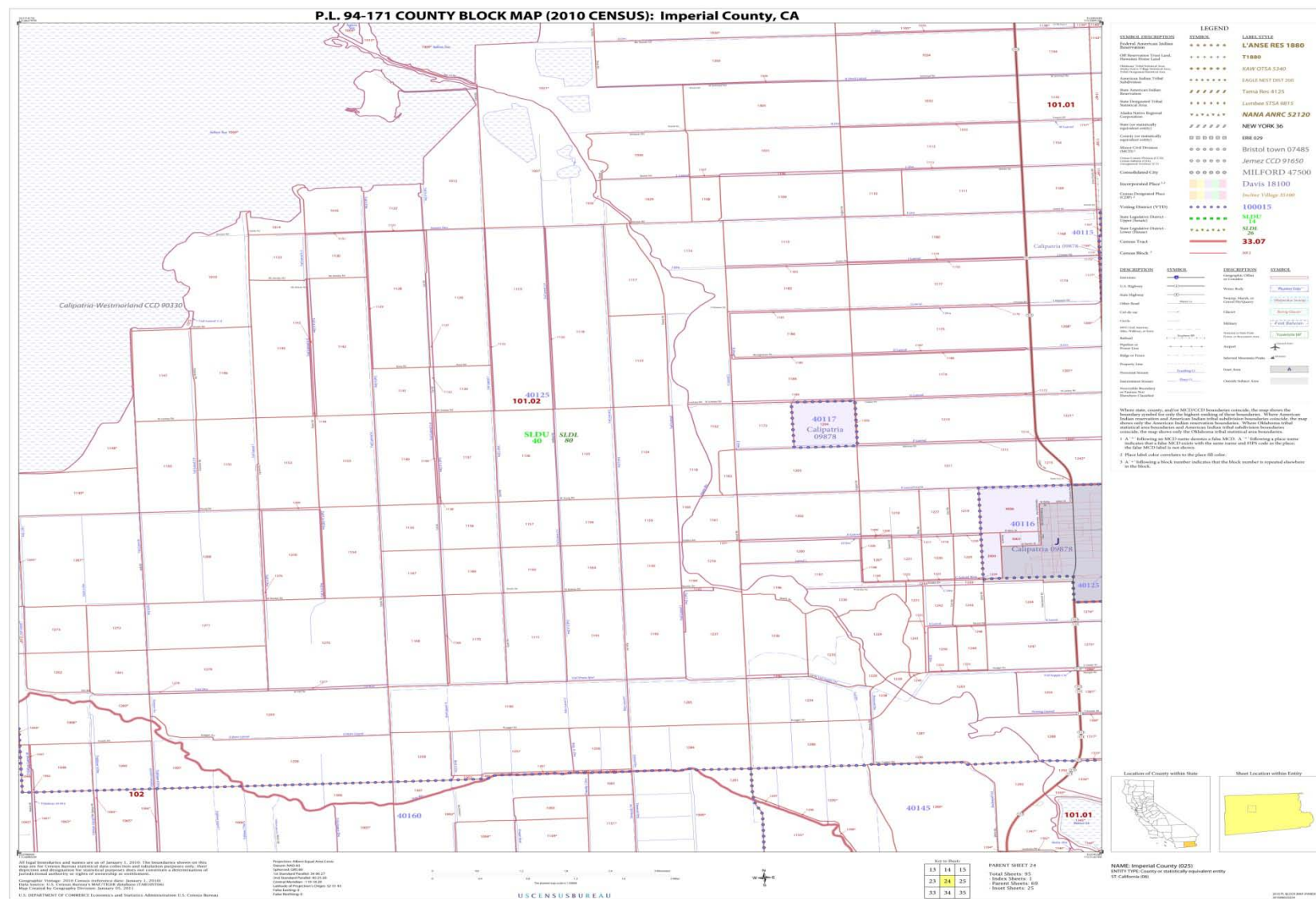
CITY OF CALEXICO



CITIES OF BRAWLEY AND WESTMORLAND

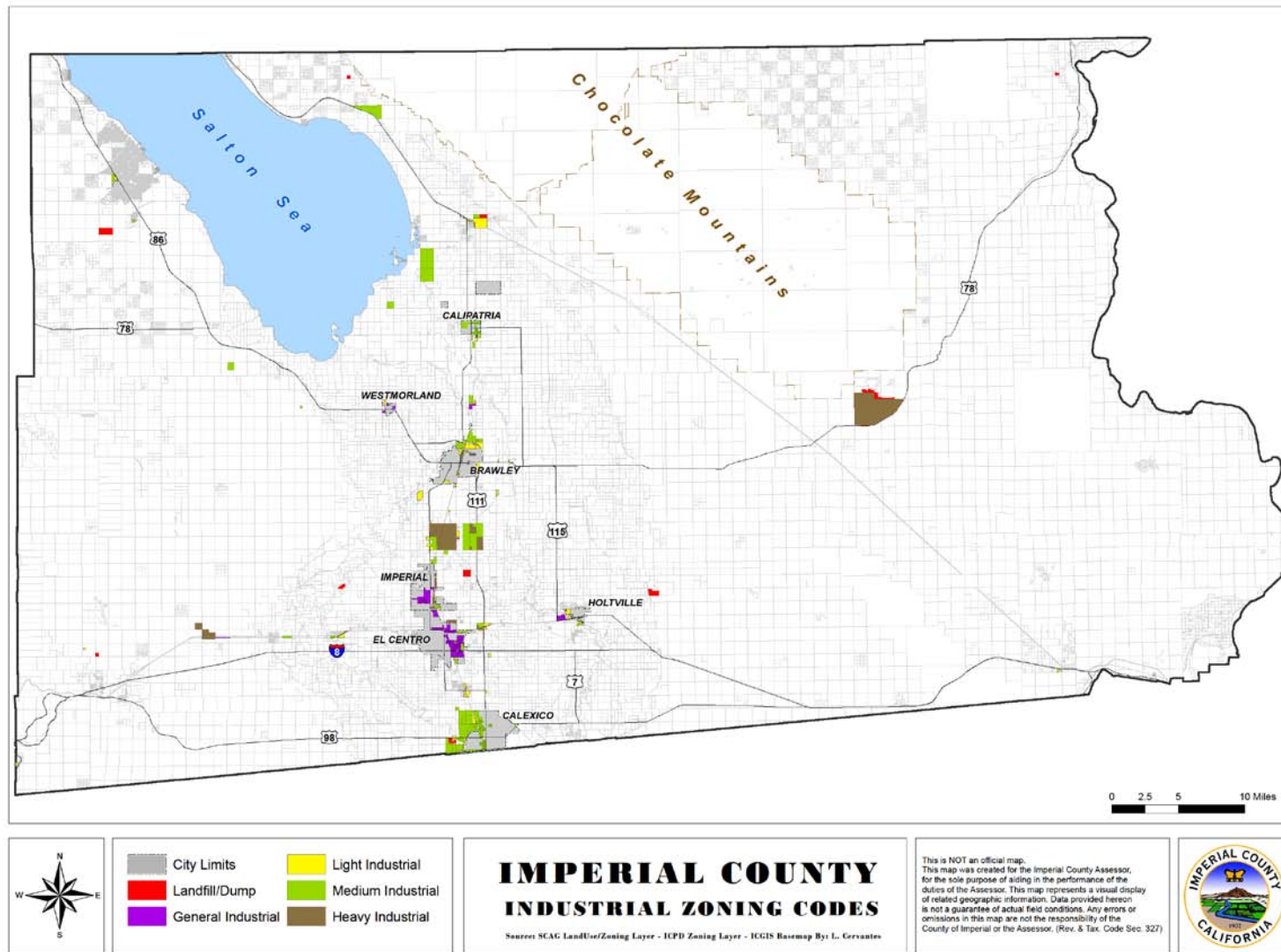


CITY OF CALIPATRIA



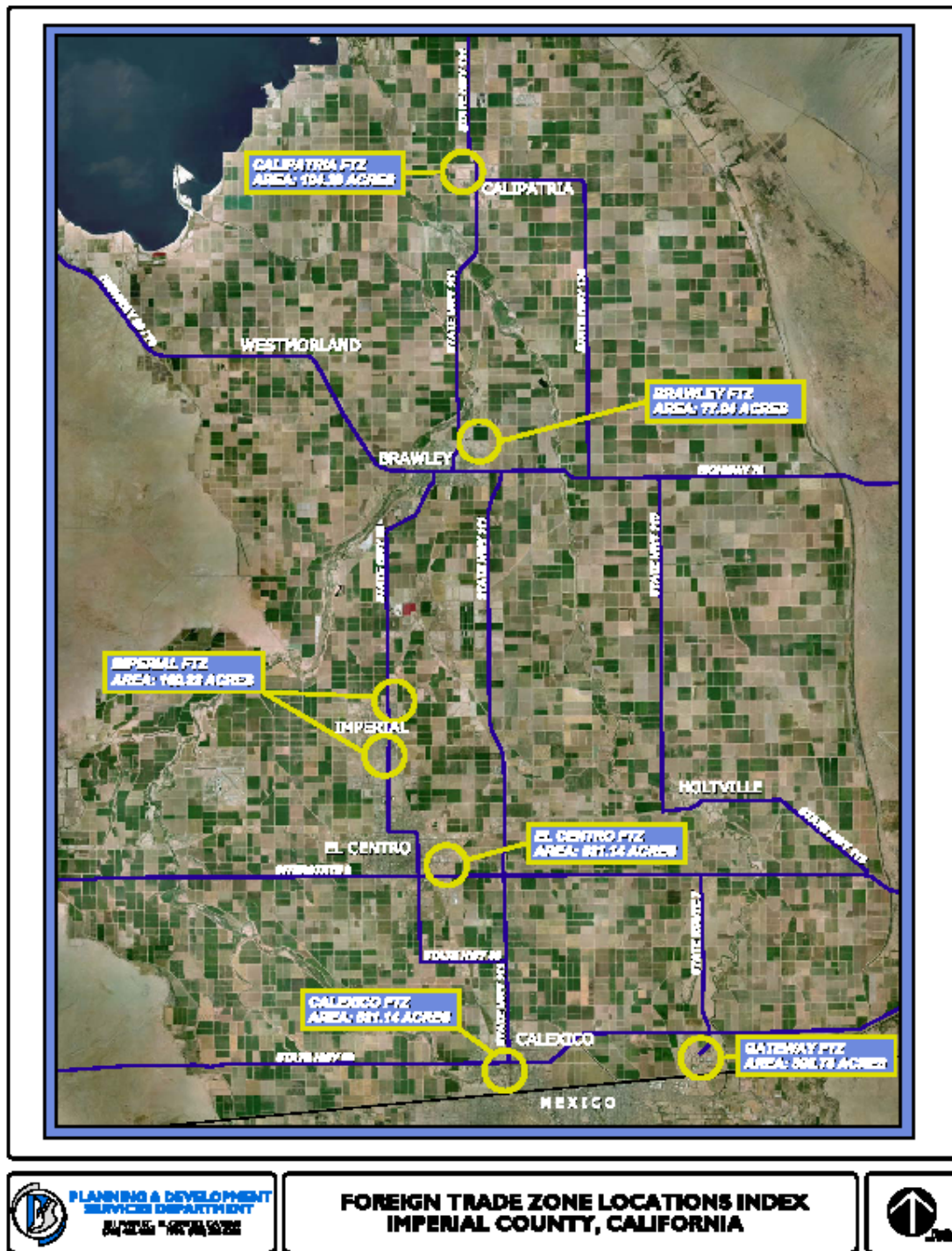
CITY OF CALIPATRIA





Recycling Market Development Zone





Imperial County Foreign Trade Zone # 257