SHASTA LAKE
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY

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Prepared for
City of Shasta Lake

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EXECUTIVE SUMMARY

Incorporated in 1993, Shasta Lake is a young city. The current population is 9,027 with 3,384 households. The median household income in $26,275. There are currently 268 businesses with 1,596 employees in Shasta Lake (Appendix F).

The City began life with an excellent industrial park, a declining downtown, its own utility, and roughly three miles of freeway exposure along US 101. The City is at the point that it needs an economic strategy so it can identify its economic potential and constraints, and can establish its economic development priorities. This document constitutes that strategy.

Shasta Lake handles its **industrial** attraction through the Shasta Economic Development Corporation. Target industries include Industrial and Commercial Machinery, Printing, Fabricated Metal Products, Transportation Equipment, and Miscellaneous Manufacturing Industries. The city has the best industrial park product in the Shasta Valley, at least until the Stillwater Industrial Park is developed in Redding. The Shasta Lake Industrial Park is now almost full, however, with only two parcels unsold. To remain competitive, the City should act to expand its park according to its plan and create more small industrial parcels of the type in its original park. Total industrial land absorption in Shasta County is expected to be about an acre per year between now and the year 2020.

The Shasta County **retail** market is dominated by Redding, which draws shoppers from Shasta Lake and other communities. Shasta Lake has nevertheless seen a greater percentage of retail sales growth than Redding, and if that growth continues, the city's retail sales will almost equal household demand. Some retail categories are under-represented such as Family Clothing, Drugs, Specialty Retail, Restaurants, Home Furnishings and Nursery-Garden Supplies. Shasta Lake should not put an emphasis on competing with Redding and its big box and mall retailers, but should instead concentrate on filling gaps, helping local retailers, developing and redeveloping its freeway frontage, and on downtown revitalization. In particular, the Shasta Dam Blvd interchange and the Mountain Gate/Old Oregon Trail interchange. The City already has funds to begin streetscape improvements of Shasta Dam Boulevard in the downtown area, including under-grounding power lines, adding curbs, gutter, pedestrian and bike lanes, and narrowing the highway for more people-friendly transit.

Tourism and visitor spending capture is lower than it can be in Shasta Lake. There is only one motel, and fewer gas stations, other lodging, and restaurants than there can be. If the City adds these venues and makes itself more attractive to visitors including adding a 75-room hotel and bundling local attractions in its marketing, additional visitor spending capture potential could be as much as $3.9 million per year. This spending would not be new spending, but would be captured from spending already occurring in Redding. Highway commercial development with missing services is the key to attracting visitors.

The City of Shasta Lake's **economic vision** would clearly be to become the gateway to Lake Shasta[1], taking advantage of its proximity to the myriad recreational opportunities, develop visitor serving facilities, and heighten its freeway exposure. Emphasizing the capture of dollars now leaking to Redding or driving by on US101 is a good overarching strategy.

The city can achieve this vision through the seven recommended initiatives: 1) Develop Shasta Dam Boulevard Off-Ramp as the city's gateway; 2) Complete the Shasta Dam Boulevard upgrades and beautification; 3) Tourism marketing and promotion; 4) Develop a new commercial center on Pine Grove to serve the new homes; 5) industrial attraction and park expansion; 6) Redevelop and expand existing highway commercial; and 7) develop the Mountain Gates/Old Oregon Trail interchange.

Lastly, Shasta Lake can track its economic development progress by taking annual measurements of 10 key economic indicators, and adjusting this strategy each year.

[1] Or another vision statement of equal or greater impact.

1 INTRODUCTION

This Comprehensive Economic Development Strategy (CEDS) for the City of Shasta Lake is a review of the Shasta Lake economy with recommended actions that can be undertaken to further the economic well-being of the City. The Strategy was developed with the input of a newly formed Economic Development committee consisting of City Staff, the Chamber of Commerce and recognized stakeholders in Shasta Lake (See Appendix E). The Strategy reflects changes and future growth in the most critical aspects of the Shasta Lake economy - industry and employment, retail development and tourism.

The recommended economic initiatives for Shasta Lake are intended to bring new wealth into the city, bolster City finances, support improvements to infrastructure and improve quality of life. The Strategy will help the City, the Chamber of Commerce and local stakeholders to work together to implement the initiatives. All initiatives were agreed upon by the participants of the economic development committee, can begin immediately, and are within the capacity of the City to implement.

Economic Development is described as a process of creating wealth in a community through the mobilization of human, financial, physical, and natural resources. This comprehensive strategic plan is intended to utilize local resources while minimizing local constraints. City staff, elected officials, and the stakeholders consulted for this project have indicated a commitment to maintaining a high quality of life, environmental quality, and to develop and maintain a sustainable local economy.

Included in this economic strategy are the most relevant analyses, the outcome of a visioning process, an action plan, and suggested performance measures. Chapters 2 (Industrial and Commercial Economic Base Analysis), 3 (Retail Leakage and Retail Capture Potential), 4 (Tourism Potential Analysis), and 5 (Strengths, Weaknesses, Opportunities and Threats) constitute the analytical portion of the report. Chapters 2 – 4 also include selected relevant demographic information. Chapter 6 documents the visioning process, and includes the seven proposed economic initiatives. Chapter 7 includes some recommended performance measures the City can use to monitor trends and evaluate its implementation effectiveness.

The visioning process has resulted in a number of economic initiatives that involve redevelopment of existing commercial areas as well as new development. In particular, the new development initiatives have considered transportation systems, environmental concerns (e.g. oak woodlands, drainage, sloping terrain, and wetlands). Taken together these initiatives will not only promote economic vitality, but will also lead to a more balanced economy and a more sustainable economy and environment.

This document also fulfills the Economic Development Administration's (EDA) Comprehensive Economic Strategy (CEDS) Guidelines of June 1, 1999, and is suitable for submission to EDA in order to qualify for assistance under EDA programs. If it is submitted, the City must make sure to update the Strategy annually in accordance with EDA requirements.

This report was completed by Applied Development Economics and neither the City staff nor the City Council have adopted or approved the strategy. Therefore the Strategy remains the recommendations of ADE until adoption occurs.

2 ECONOMIC BASE ANALYSIS – INDUSTRIAL AND COMMERCIAL

THE CITY OF SHASTA LAKE

Incorporated in 1993, Shasta Lake is a young city. The current population is 9,027[2] with 3,384 households.[3] The median household income in Shasta Lake is $26,275. Industries in Shasta Lake employ approximately 3,374 people, 5 percent of all Shasta County industry employment. The unemployment rate in Shasta Lake is currently 13.7%.[4] The tables below summarize current conditions in Shasta Lake.

Table 1
Shasta Lake and Shasta County
Populations, 2000

	Population	Percent
Shasta Lake	9,027	6%
Shasta County	163,256	100%

Source: U.S. Census Bureau

Table 2
Shasta Lake and Shasta County
Households, 2000

	Households	Percent
Shasta Lake	3,384	5%
Shasta County	63,426	100%

Source: U.S. Census Bureau

[2] 2000 Census.

[3] Ibid.

[4] Central Valley – CDP, LMID, July 2003.

Table 3
Shasta Lake and Shasta County
Median Household Income, 2000

	Median Household Income
Shasta Lake	$26,275
Shasta County	$34,335

Source: U.S. Census Bureau

Table 4
Shasta Lake Industry Employment, 2000

INDUSTRY	Employment	Percent
Agriculture, forestry, fishing and hunting, and mining	103	3.1
Construction	301	8.9
Manufacturing	183	5.4
Wholesale trade	43	1.3
Retail trade	555	16.4
Transportation and warehousing, and utilities	228	6.8
Information	94	2.8
Finance, insurance, real estate, and rental and leasing	176	5.2
Professional, scientific, management, administrative, and waste management services	248	7.4
Educational, health and social services	629	18.6
Arts, entertainment, recreation, accommodation and food services	473	14.0
Other services (except public administration)	201	6.0
Public administration	140	4.1

Source: U.S. Census Bureau

SHASTA COUNTY INDUSTRY

Shasta County is the economic engine of the Northern Sacramento Valley centered in metropolitan Redding. Once dominated by the logging and timber industry, Shasta County has slowly been changing. Over the last decade employment growth has been in retail and services, especially in industries catering to tourism. Table 5 ranks the employment change in industries from 1991 to 2000 in Shasta County.

Services are the largest employer in Shasta County. Services had the largest employment gain from 1991 to 2000. Retail trade is the second largest industry in Shasta County. Retail trade had the second largest gain in employment from 1991 to 2000. The only other industry to have a gain in employment was T.C.P.U. (Transportation, communications, & public utilities.)

Manufacturing is the third largest industry in Shasta County, but had the largest employment decline from 1991 to 2000.

Wholesale trade also saw a decline in employment from 1991 to 2000.

TABLE 5
Shasta County Employment Change
1991 - 2000

Industry Division	1991	2000	Change
Services	13,076	19,323	6,247
Retail Trade	11,730	12,611	881
Manufacturing	4,985	4,244	-741
T.C.P.U.	3,540	3,702	162
Construction	3,980	3,562	-418
Wholesale Trade	2,748	2,155	-593
F.I.R.E.	1,808	1,755	-53
Agriculture	1,661	1,303	-358
Mining	250	196	-54
Total	**43,778**	**48,851**	**5,073**

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

Notes: Agriculture includes agricultural crops, agricultural services, forestry, and fishing; TCPU–Transportation, communications, and public utilities; FIRE–Finance, insurance, and real estate. Total employment does not include unclassified establishments.

SHASTA COUNTY AND CALIFORNIA

An important indicator of an industries performance is how well that industry performed relative to the state. Looking at the change in employment in Shasta County compared to California over the same period can help to identify industries that have a competitive advantage. In addition to the change in employment compared to the state, the concentration of each industry in Shasta County is calculated. Table 6 shows the major industry categories and their performance in employment compared to California from 1991 to 2000.

The only industry in Shasta County that had a larger percentage gain in employment than the state was Services. Services also had a higher concentration of employment than the state and larger relative growth. The only other industry to have greater relative growth was Mining.

Besides services, the other concentrated industries are Mining, Retail Trade and T.C.P.U. Retail Trade and T.C.P.U. both had positive employment change from 1991 to 2000, but the growth was at a slower pace than the state.

Agriculture, Construction, Manufacturing, Wholesale Trade and F.I.R.E. all had a greater percentage decreases in employment than the state. Construction is the only declining industry that has a higher concentration of employment relative to the state.

TABLE 6
Industry Performance in Shasta County
1991 - 2000

Industry Division	Percent Change	Concentration 1991	Concentration 2000	Shift-share	State Percent Change
Agriculture	-22%	0.96	0.65	-0.43	21%
Mining	-22%	1.58	2.14	0.17	-39%
Construction	-11%	1.79	1.27	-0.44	33%
Manufacturing	-15%	0.61	0.57	-0.11	-4%
T.C.P. U.	5%	1.45	1.33	-0.16	20%
Wholesale Trade	-22%	0.92	0.68	-0.33	12%
Retail Trade	8%	1.32	1.33	-0.06	13%
F.I.R.E.	-3%	0.54	0.56	-0.02	-1%
Services	48%	0.96	1.10	0.11	37%
Total	**12%**			**-0.06**	**18%**

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by Applied Development Economics

Notes: Agriculture includes agricultural crops, agricultural services, forestry, and fishing; TCPU–Transportation, communications, and public utilities; FIRE–Finance, insurance, and real estate. Total employment does not include unclassified establishments.

ECONOMIC BASE ANALYSIS

The above information shows how the major industry divisions performed in Shasta County relative to the state. While some divisions saw employment declines, it does not mean that all industries within that category saw job losses. To determine more accurately Shasta County's performance since 1991, ADE ranked industries at a detailed level on the basis of two economic indicators – job growth between 1991 and 2000, and the employment concentration relative to the state.[5] Once the indicators are calculated, the industries fall into one of four "quadrants." These quadrants indicate the performance of a particular industry within the economy.

[5] See Appendix 1.

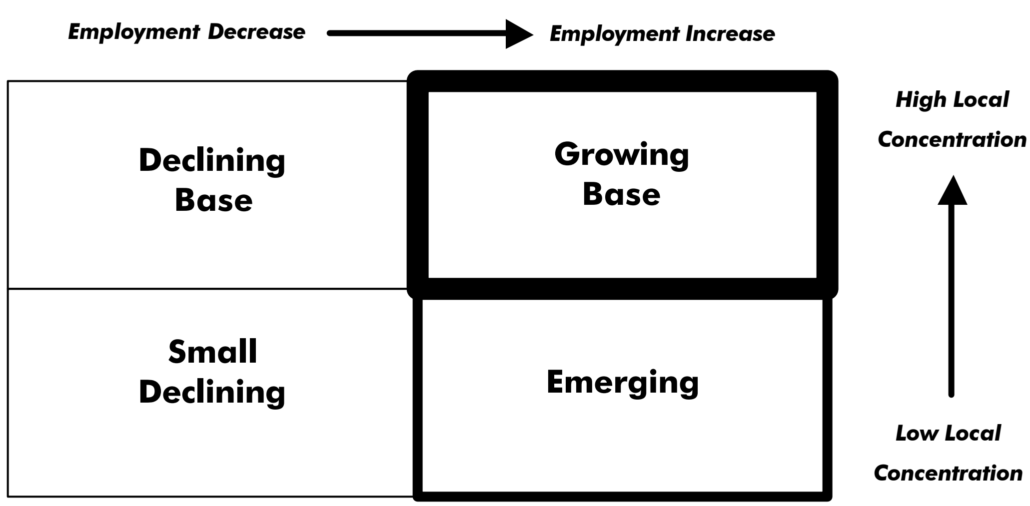
Business Attraction

- Growing Base – High Concentration: Industries within this quadrant are considered growing economic sectors. They are economic base industries that have a high growth rate and a high local concentration. They constitute the strength of the economy, and represent opportunities for growth in other areas as supplier industries.
- Emerging Base – Low Concentration: This quadrant contains the emerging industries. These industries have shown accelerated growth, but still have room for further expansion.

Business Retention

- Declining Base – High Concentration: The declining economic base includes industry sectors that have a high local concentration but have a negative growth rate. These businesses have a concentration based on local comparative advantages, but the industry is weakening. They are strong industries that have shown some recent vulnerability, and could be considered business retention targets.
- Small Declining – Low Concentration: These industries do not have a notable regional presence and do not have growth prospects as strong as the industries in other quadrants. Industry sectors in this category would normally be considered targets only as part of a strategy to increase the local creation of products or services now being imported to strengthen a local industry cluster.

FIGURE 1
Schematic of Four-Quadrant Analysis



Within each quadrant is the possibility that an industry may be doing better, or worse, than the state. For a county like Shasta (shifting to a more diversified economy) this can be a significant distinction since it will be important to identify all growing industries. Because of this, the economic base (export related industries) is followed by an analysis of service-oriented industries.

SHASTA COUNTY ECONOMIC BASE ANALYSIS

Table 7 graphically displays the base industries that are growing or declining, as well as the small emerging and small declining industries compared to the state.

GROWING BASE

The largest concentrated base industry in Shasta County is Paper Mills (SIC 262). Paper Mills in Shasta County employ 18 percent of the state workforce for that industry. Even with such a large concentration of employment, Paper Mills lost employment from 1991 to 2000. Another significant base industry in Shasta County is Industrial Machinery (SIC 35). The second largest base employer in the County, Industrial Machinery is concentrated in Special Industry Machinery (SIC 355) and Refrigeration & Service Machinery (SIC 358). The third largest concentrated industry in Shasta County is Newspapers (SIC 271). Not as locally concentrated as some other base industries, Newspapers saw small increase in employment from 1991 to 2000. The only other concentrated manufacturing industry in Shasta County is Pens, Pencils, Office, & Art Supplies (SIC 395). A small industry, Pens, Pencils, Office, & Art Supplies employs 28 people in Shasta County. The remaining concentrated base industry in Shasta County is Sand & Gravel (SIC 144). Sand & Gravel employment has remained constant from 1991 to 2000 in Shasta County and remains concentrated. Table 8 shows the performance of the concentrated base industries in Shasta County from 1991 to 2000.

TABLE 7
Concentrated, Growing, and Declining Shasta County Base Industries
1991 - 2000

DECLINING BASE		GROWING BASE	
074	Veterinary services	144	Sand & gravel
08	Forestry	262	Paper mills
081	Timber tracts	271	Newspapers
085	Forestry services	324	Cement, hydraulic
092	Fish hatcheries and preserves	35	Industrial machinery & equipment
24	Lumber and wood products	355	Special industry machinery
241	Logging	358	Refrigeration & service machinery
242	Sawmills & planing mills	395	Pens, pencils, office, & art supplies
243	Millwork, plywood & structural members		
284	Soap, cleaners, and toilet goods		

SMALL DECLINING		EMERGING	
071	Soil preparation services	20	Food & kindred products
075	Animal services, except veterinary	203	Preserved fruits & vegetables
076	Farm labor and management services	204	Grain mill products
205	Bakery products	209	Misc. food & kindred products
206	Sugar and confectionery products	249	Miscellaneous wood products
225	Knitting mills	254	Partitions & fixtures
233	Women's and misses' outerwear	27	Printing and publishing
239	Misc. fabricated textile products	273	Books
244	Wood containers	275	Commercial printing
251	Household furniture	322	Glass & glassware, pressed or blown
274	Miscellaneous publishing	34	Fabricated metal products
308	Miscellaneous plastics products	344	Fabricated structural metal products
327	Concrete, gypsum, & plaster products	347	Metal services,
366	Communications equipment	349	Misc. fabricated metal products
367	Electronic components & accessories	35	Industrial machinery and equipment
369	Misc. electrical equipment & supplies	354	Metalworking machinery
		359	Industrial machinery
		37	Transportation equipment
		371	Motor vehicles and equipment
		373	Ship and boat building and repairing
		379	Miscellaneous transportation equipment
		38	Instruments and related products
		382	Measuring and controlling devices
		384	Medical instruments and supplies
		399	Miscellaneous manufactures

TABLE 8
Shasta County Concentrated Base Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl, 1991 to 2000	% Change in Shasta County Empl, 1991 to 2000	Shift-share
144	Sand and gravel	178	177	3,630	2,918	12.02	15.71	-1	-1%	0.19
262	Paper mills	789	454	4,555	2,493	42.46	47.17	-335	-42%	0.03
271	Newspapers	230	254	52,295	44,052	1.08	1.49	24	10%	0.26
324	Cement, hydraulic	126	137	1,748	1,889	17.67	18.78	11	9%	0.01
35	**Industrial machinery & equipment**	**172**	**346**	**207,093**	**228,341**	**0.20**	**0.39**	**174**	**101%**	**0.91**
355	Special industry machinery	50	126	11,188	20,147	1.10	1.62	76	152%	0.72
358	Refrigeration & service machinery	1	95	9,155	11,473	0.03	2.14	94	9400%	93.75
395	Pens, pencils, office, & art supplies	4	28	4,010	4,234	0.24	1.71	24	600%	5.94

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

EMERGING BASE

Even though manufacturing declined overall in Shasta County between 1991 and 2000, many manufacturers had gains in employment. Many of these manufacturing industries are not locally concentrated, but had a larger percentage growth then the state. In a few industries, employment declined slightly at a major group level. Disaggregating shows employment increases.

The largest base industry in the emerging category is Printing & Publishing (SIC 27). Concentrated in Commercial Printing (SIC 275), Printing & Publishing had a small increase in employment from 1991 to 2000. The second largest emerging base industry in Shasta County is Food & Kindred Products (SIC 20). Made up of many small producers, Food & Kindred Products grew over 32 percent from 1991 to 2000. While Industrial Machinery (SIC 35) is a concentrated industry, two industries under that category are emerging. The largest, Miscellaneous Industrial Machinery (SIC 347) had an employment increase of 16 percent. Other significant emerging base industries include, Instruments & Related Products (SIC 38) with an employment increase of over 190 percent, Fabricated Metal Products (SIC 34) increasing 104 percent and Motor Vehicles & Equipment (SIC 371) growing over 188 percent. Table 9 shows the performance of Shasta's emerging base from 1991 to 2000.

TABLE 9
Shasta County Emerging Base Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
20	**Food & kindred products**	**192**	**255**	**186,128**	**186,313**	**0.25**	**0.35**	**63**	**32.81%**	**0.33**
203	Preserved fruits & vegetables	16	17	53,590	42,699	0.07	0.10	1	6.25%	0.27
204	Grain mill products	12	14	8,952	9,273	0.33	0.39	2	16.67%	0.13
209	Misc. food & kindred products	12	22	24,142	23,539	0.12	0.24	10	83.33%	0.86
249	Miscellaneous wood products	8	23	8,141	7,431	0.24	0.80	15	187.50%	1.96
254	Partitions & fixtures	3	11	7,557	8,519	0.10	0.33	8	266.67%	2.54
27	**Printing & publishing**	**351**	**367**	**162,664**	**149,023**	**0.53**	**0.64**	**16**	**4.56%**	**0.13**
273	Books	5	7	7,041	8,733	0.17	0.21	2	40.00%	0.16
275	Commercial printing	108	103	64,058	58,110	0.41	0.46	-5	-4.63%	0.05
322	Glass & glassware, pressed or blown	4	5	7,144	5,093	0.14	0.25	1	25.00%	0.54
34	**Fabricated metal products**	**113**	**231**	**121,636**	**130,935**	**0.23**	**0.46**	**118**	**104.42%**	**0.97**
344	Fabricated structural metal products	104	152	36,496	43,503	0.70	0.90	48	46.15%	0.27
347	Metal services, nec	3	14	19,690	22,488	0.04	0.16	11	366.67%	3.52
349	Misc. fabricated metal products	6	41	13,465	16,604	0.11	0.64	35	583.33%	5.60
35	**Industrial machinery & equipment**	**172**	**346**	**207,093**	**228,341**	**0.20**	**0.39**	**174**	**101.16%**	**0.91**
354	Metalworking machinery	9	19	16,123	19,028	0.14	0.26	10	111.11%	0.93
359	Industrial machinery, nec	86	100	40,534	46,479	0.52	0.56	14	16.28%	0.02
37	**Transportation equipment**	**113**	**105**	**268,447**	**152,105**	**0.10**	**0.18**	**-8**	**-7.08%**	**0.36**
371	Motor vehicles and equipment	26	75	29,380	35,331	0.22	0.55	49	188.46%	1.68
373	Ship & boat building & repairing	29	26	12,830	10,530	0.55	0.64	-3	-10.34%	0.08
379	Miscellaneous transportation equipment	2	4	6,192	5,058	0.08	0.20	2	100.00%	1.18
38	**Instruments & related products**	**74**	**164**	**218,076**	**177,420**	**0.08**	**0.24**	**90**	**121.62%**	**1.40**
382	Measuring & controlling devices	41	60	67,235	68,226	0.15	0.23	19	46.34%	0.45
384	Medical instruments & supplies	33	104	43,048	50,727	0.19	0.53	71	215.15%	1.97
399	Miscellaneous manufactures	20	36	10,882	17,969	0.45	0.52	16	80.00%	0.15

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

DECLINING BASE INDUSTRIES

The declining base industries are defined as those industries that are losing their competitive edge compared to the state. Many declining base industries demonstrate job growth and therefore may continue to be important players in the local economy. On the other hand, any economic development efforts related to declining base industries would be focused on regaining a competitive edge as opposed to attraction or growth.

The industry with the largest decline in Shasta County from 1991 to 2000 was Lumber & Wood Products (SIC 24). A victim of the declining timber (Forestry) industry (SIC 08), Lumber & Wood Product manufacturing declined over 25 percent losing over 550 employees. The only other base manufacturing industry with employment decline in Shasta County was Soap, Cleaners, & Toilet Goods (SIC 284). Table 10 shows the declining base industry performance in Shasta County from 1991 to 2000.

TABLE 10
Shasta County Declining Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
074	Veterinary services	143	144	16,414	22,874	2.14	1.63	1	0.7%	-0.39
8	**Forestry**	**91**	**156**	**1,638**	**2,587**	**13.62**	**15.62**	**65**	**71.4%**	**0.13**
081	Timber tracts	25	4	610	432	10.05	2.40	-21	-84.0%	-0.55
085	Forestry services	67	152	749	1,702	21.93	23.13	85	126.9%	0.00
24	**Lumber & wood products**	**2,149**	**1,597**	**56,841**	**61,622**	**9.27**	**6.71**	**-552**	**-25.7%**	**-0.34**
241	Logging	503	374	4,280	3,516	28.81	27.55	-129	-25.6%	-0.08
242	Sawmills & planing mills	1,280	955	13,349	11,366	23.51	21.76	-325	-25.4%	-0.11
243	Millwork, plywood & structural members	339	234	22,169	28,106	3.75	2.16	-105	-31.0%	-0.58
284	Soap, cleaners, & toilet goods	146	114	13,710	14,113	2.61	2.09	-32	-21.9%	-0.25

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

A few base industries that were not locally concentrated had a greater decline in employment relative to the state. The largest of these was Women's & Misses' Outerwear (SIC 233), losing 279 employees. Other industries with significant declines include Miscellaneous Electrical Equipment & Supplies (SIC 369), Farm Labor & Management Services (SIC 076) and Bakery Products (SIC 205). Table 11 is the performance of declining industries from 1991 to 2000 in Shasta County.

TABLE 11
Shasta County Declining (Not Concentrated) Industry Performance
1991 - 2001

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
071	Soil preparation services	30	2	992	1,319	7.41	0.39	-28	-93.3%	-1.26
075	Animal services, except veterinary	15	12	6,303	6,408	0.58	0.49	-3	-20.0%	-0.22
076	Farm labor and management services	46	5	82,070	126,796	0.14	0.01	-41	-89.1%	-1.44
205	Bakery products	56	29	22,679	24,689	0.61	0.30	-27	-48.2%	-0.57
206	Sugar and confectionery products	4	3	10,247	11,263	0.10	0.07	-1	-25.0%	-0.35
225	Knitting mills	5	3	4,816	11,852	0.25	0.07	-2	-40.0%	-1.86
233	Women's and misses' outerwear	291	12	96,368	87,370	0.74	0.04	-279	-95.9%	-0.87
239	Misc. fabricated textile products	17	13	23,524	27,172	0.18	0.12	-4	-23.5%	-0.39
244	Wood containers	19	8	4,214	5,639	1.11	0.37	-11	-57.9%	-0.92
251	Household furniture	4	2	26,648	33,434	0.04	0.02	-2	-50.0%	-0.75
274	Miscellaneous publishing	5	3	10,203	10,231	0.12	0.08	-2	-40.0%	-0.40
308	Miscellaneous plastics products, nec	135	121	60,109	62,621	0.55	0.50	-14	-10.4%	-0.15
327	Concrete, gypsum, and plaster products	52	56	18,932	21,959	0.67	0.66	4	7.7%	-0.08
366	Communications equipment	20	3	27,885	42,572	0.18	0.02	-17	-85.0%	-1.38
367	Electronic components and accessories	22	3	136,923	163,201	0.04	0.00	-19	-86.4%	-1.06
369	Misc. electrical equipment & supplies	87	3	19,408	12,439	1.10	0.06	-84	-96.6%	-0.61

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

SERVICE PROVIDING INDUSTRIES

Most base industries are export related business that supply or create a product for outside the local market area creating local wealth. But some base industries are services that are provided within the local market that bring in outside dollars. The most obvious example is the tourist trade. Because service providing industries are important to the Shasta County economy, an analysis is included here to help identify target industries for Shasta Lake.

Looking at the service providing industries performance from 1991 to 2000, Table 12 graphically displays where the industries fall within the quadrants.

TABLE 12
Concentrated, Growing And Declining Shasta County Service Providing Industries
1991 - 2000

DECLINING BASE		GROWING BASE	
42	Trucking & warehousing	49	Electric, gas, & sanitary services
44	Water transportation	53	General merchandise stores
52	Building materials & garden supplies	55	Automotive dealers & service stations
54	Food stores	59	Miscellaneous retail
58	Eating and drinking places	75	Auto repair, services
70	Hotels and other lodging places	79	Amusement & recreation services
72	Personal services	80	Health services
76	Miscellaneous repair services	83	Social services
84	Museums, botanical, zoological gardens	86	Membership organizations
SMALL DECLINING		**EMERGING**	
41	Local & interurban passenger transit	45	Transportation by air
47	Transportation services	60	Depository institutions
48	Communication	62	Security & commodity brokers
50	Wholesale trade—durable goods	64	Insurance agents, brokers, & service
51	Wholesale trade—nondurable goods	67	Holding & other investment offices
56	Apparel & accessory stores	73	Business services
57	Furniture & homefurnishings stores	81	Legal services
61	Nondepository institutions	82	Educational services
63	Insurance carriers	87	Engineering & management services
65	Real estate		
78	Motion pictures		

GROWING SERVICE INDUSTRIES

Health Services (SIC 80) is the largest growing service industry in Shasta County. This is followed by Social Services (SIC 83). For Health Services, employment is concentrated in Hospitals (SIC 806) and for Social Services employment is concentrated in Individual & Family Services (SIC 832)[6]. Social Services are also the most concentrated of the service industries in Shasta County. The most significant employment increase occurred in Amusement & Recreation Services (SIC 79). Amusement & Recreation Services grew over 93 percent, adding just over 500 jobs. Only one concentrated service industry lost employment from 1991 to 2000. Electric, Gas, & Sanitary Services (SIC 49) lost 10 percent of its workforce but remained concentrated relative to the state. Table 13 is the performance from 1991 to 2000 of the large service providing industries in Shasta County.

[6] Establishments primarily engaged in providing one or more of a wide variety of individual and family social, counseling, welfare, or referral services, including refugee, disaster, and temporary relief services.

TABLE 13
Shasta County Concentrated Service Providing Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen -tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Employment, 1991 to 2000	Shift-share
49	Electric, gas, & sanitary services	604	541	90,117	79,425	1.64	1.76	-63	-10.4%	0.01
53	General merchandise stores	1,091	1,551	243,432	252,140	1.10	1.59	460	42.2%	0.39
55	Automotive dealers & service stations	1,375	1,636	211,052	242,879	1.60	1.74	261	19.0%	0.04
59	Miscellaneous retail	1,296	1,607	288,244	332,000	1.10	1.25	311	24.0%	0.09
75	Auto repair, services, and parking	506	805	130,631	167,616	0.95	1.24	299	59.1%	0.31
79	Amusement & recreation services	541	1,049	161,517	225,138	0.82	1.21	508	93.9%	0.55
80	Health services	4,720	6,707	803,447	921,675	1.44	1.88	1,987	42.1%	0.27
83	Social services	1,444	2,228	187,787	282,634	1.89	2.04	784	54.3%	0.04
86	Membership organizations	354	608	96,311	106,236	0.90	1.48	254	71.8%	0.61

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

EMERGING SERVICE INDUSTRIES

Business Services (SIC 73) is the largest emerging service industry in Shasta County. Adding over 1,600 employees from 1991 to 2000, Business Services almost doubled its employment. The next largest emerging service industry is Engineering & Management Services (SIC 87). The service industry that had the greatest percentage increase in employment was Transportation By Air (SIC 45) adding 319 jobs. Transportation By Air also had the greatest relative growth of the emerging industries. The next largest percentage increase occurred in Educational Services (SIC 82), which added 355 growing 136 percent. Table 14 is the performance of the emerging service industries from 1991 to 2000.

TABLE 14
Shasta County Emerging Service Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
45	Transportation by air	117	436	97,615	142,033	0.29	0.80	319	272.6%	2.27
60	Depository institutions	652	624	267,295	197,617	0.60	0.82	-28	-4.3%	0.22
62	Security and commodity brokers	46	106	40,944	75,540	0.28	0.36	60	130.4%	0.46
64	Insurance agents, brokers, & service	205	211	85,270	84,119	0.59	0.65	6	2.9%	0.04
67	Holding and other investment offices	29	45	30,122	39,717	0.24	0.29	16	55.2%	0.23
73	Business services	1,611	3,221	705,079	1,347,945	0.56	0.62	1,610	99.9%	0.09
81	Legal services	388	437	132,135	123,207	0.72	0.92	49	12.6%	0.19
82	Educational services	261	616	152,201	190,207	0.42	0.84	355	136.0%	1.11
87	Engineering & management services	968	1,189	391,252	475,224	0.61	0.65	221	22.8%	0.01

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

DECLINING CONCENTRATED SERVICE INDUSTRIES

A few concentrated service industries lost some of their competitive edge from 1991 to 2000. Food Stores (SIC 54) had the largest decrease in employment. Hotels & Other Lodging (SIC 70) also had a decline in employment. Trucking & Warehousing (SIC 42), the most concentrated declining industry actually gained employment from 1991 to 200, but at a slower pace than the state. Table 15 is the performance for concentrated service industries that had relative growth slower than the state.

TABLE 15
Shasta County Declining Service Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
42	Trucking & warehousing	1,834	1,879	156,044	176,532	2.88	2.76	45	2.5%	-0.11
44	Water transportation	146	151	19,913	24,566	1.80	1.59	5	3.4%	-0.20
52	Building materials & garden supplies	700	792	81,951	96,677	2.09	2.12	92	13.1%	-0.05
54	Food stores	2,298	1,877	316,760	321,832	1.78	1.51	-421	-18.3%	-0.20
58	Eating & drinking places	4,212	4,332	777,635	914,851	1.33	1.23	120	2.8%	-0.15
70	Hotels & other lodging places	953	792	187,439	199,958	1.25	1.03	-161	-16.9%	-0.24
72	Personal services	488	486	119,723	124,738	1.00	1.01	-2	-0.4%	-0.05
76	Miscellaneous repair services	243	185	47,874	41,469	1.24	1.16	-58	-23.9%	-0.10
84	Museums, botanical, zoological gardens	32	49	6,934	11,648	1.13	1.09	17	53.1%	-0.15

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

DECLINING, NOT CONCENTRATED, SERVICE INDUSTRIES

The most significant lose of employment from 1991 to 2000 for non-concentrated service industries occurred in Wholesale Trade for Nondurable Goods (SIC 51). Wholesale Trade in Durable Goods (SIC 50) followed a close second. Together, Wholesale Trade lost 2,155 jobs from 1991 to 2000. Other significant losses occurred in Communications (SIC 48) and Real Estate (SIC 65). One industry, Nondepository Institutions (SIC 61) had job growth, but was less than the average that occurred throughout the state. Table 16 is the performance for the non-concentrated service industries from 1991 to 2000.

TABLE 16
Shasta County Declining (Not Concentrated) Service Industry Performance
1991 - 2000

SIC	Industry Description	Shasta County Empl 1991	Shasta County Empl 2000	California Empl 1991	California Empl 2000	Concen-tration 1991	Concen-tration 2000	Change in Shasta County Empl 1991 to 2000	% Change in Shasta County Empl 1991 to 2000	Shift-share
41	Local & interurban passenger transit	75	68	34,037	46,408	0.54	0.38	-7	-9.3%	-0.46
47	Transportation services	49	19	52,293	62,885	0.23	0.08	-30	-61.2%	-0.81
48	Communication	715	609	148,213	188,571	1.18	0.84	-106	-14.8%	-0.42
50	Wholesale trade—durable goods	1,694	1,428	432,182	494,880	0.96	0.75	-266	-15.7%	-0.30
51	Wholesale trade—nondurable goods	1,053	727	303,754	327,811	0.85	0.57	-326	-31.0%	-0.39
56	Apparel & accessory stores	366	302	141,687	148,657	0.63	0.53	-64	-17.5%	-0.22
57	Furniture & homefurnishings stores	392	513	112,790	153,592	0.85	0.87	121	30.9%	-0.05
61	Nondepository institutions	86	123	51,005	84,662	0.41	0.38	37	43.0%	-0.23
63	Insurance carriers	238	204	147,286	136,071	0.40	0.39	-34	-14.3%	-0.07
65	Real estate	552	443	198,729	198,164	0.68	0.58	-109	-19.7%	-0.19
78	Motion pictures	180	162	124,646	195,324	0.35	0.21	-18	-10.0%	-0.67

Source: Employment data from Covered Employment and Wages (ES202) 1991 - 2000, calculations by ADE

SUPPLIER INDUSTRIES

Support and supply industries can also be good targets for industry recruitment. Many of the growing and emerging industries in Shasta County are supported and supplied locally. Identifying gaps in the suppliers for industries can be used to attract industry and to grow already established firms.

Using an Input-Output model for 2000 with Shasta County data[7], ADE ranked the supplier industries for select concentrated

[7] IMPLAN Professional Version 2.0

and emerging categories for both the base and service providing industries.

SUPPLIER INDUSTRIES FOR SHASTA COUNTY BASE INDUSTRIES

The supplier industries were ranked according to amount of total input into the commodity production for each concentrated base and select emerging base industries. The most important supplier industries were chosen and an estimate was made for the percentage contributed to output locally. Supply industries with a small local contribution could be target industries for attraction. Table 17 is the supply industries and their percentage of local contribution to production for the concentrated base industries in Shasta County.

Many of the supply industries to Shasta's concentrated base are found in more than one industry. For instance, electrical services are a major input into production for Cement, Sand & Gravel, and Paper Mills. In this case, electrical services are already supplied locally. Another example is Wholesale Trade; goods needed for purchase by industry for commodity production from a third party vendor. In this case, almost all of the concentrated industries are reliant on some type of distributor, but not all need is being met locally.

TABLE 17
Supply Industries for Commodity Production of Shasta County Concentrated Base Industries

Industry	Percent of Local (Shasta County) Contribution
Cement, hydraulic	
Gas Production & Distribution	95%
Electric Services	90%
Motor Freight Transport	78%
Wholesale Trade	58%
Sand & Gravel	
Petroleum Refining	0%
Wholesale Trade	58%
Conveyors and Conveying Equipment	2%
Electric Services	90%
Papermills	
Wholesale Trade	58%
Pulp Mills	0%
Cyclic Crudes	2%
Logging	98%
Sawmills and Planing Mill	72%
Motor Freight Transport	78%
Gas Production and Distribution	95%
Electric Services	90%
Maintenance & Repair	100%
Miscellaneous Plastics Products	0%
Scrap	90%
Newspapers	
Paper Mills	1%
Other Business Services	80%
Paperboard Mills	1%
Wholesale Trade	58%
Industrial Machinery	
Wholesale Trade	57%
Blast Furnaces and Steel	0%
Industrial Machines Misc	0%
Nonferrous Wire Drawing a	0%
Relays & Industrial Controllers	33%
Pens, Pencils& Office Supplies	
Miscellaneous Plastics Products	0%
Chemical Preparations- Misc.	0%
Wholesale Trade	100%

Source: IMPLAN Professional 2.0; Calculations by ADE.

SUPPLIER INDUSTRIES FOR SHASTA COUNTY EMERGING BASE INDUSTRIES

Like the suppliers for the concentrated base industries, supplier industries were ranked for emerging base industries based on their input into commodity production. Supply industries were only identified for the larger emerging base; Commercial Printing, Fabricated Metal Products, and Medical Instruments[8]. Table 18 is the major supply industries to commodity production of the large emerging base.

TABLE 18
Supply Industries for Commodity Production of Shasta County Emerging Base Industries

Industry	Percent of Local (Shasta County) Contribution
Printing	
Paper Mills	1%
Paperboard Mills	1%
Wholesale Trade	59%
Commercial Printing	12%
Printing Ink	0%
Motor Freight Transport	78%
Plate Making	6%
Miscellaneous Plastics Products	0%
Fabricated Metal Products	
Blast Furnaces and Steel	0%
Other Business Services	79%
Wholesale Trade	60%
Fabricated Structural Metal	0%
Motor Freight Transport	78%
Metal Coating & Allied Industries	0%
Primary Nonferrous Metals	0%
Medical Instruments	
Wholesale Trade	58%
Surgical Appliances	46%
Miscellaneous Plastics Products	0%
Electronic Components Misc.	9%
Semiconductors & Related	0%
Metal Stampings Misc.	15%
Advertising	61%
Plastics Materials	19%

Source: IMPLAN Professional 2.0; Calculations by ADE.

[8] Food & Kindred Products were left out since the overall industry is made up of small producers; Industrial Machinery was covered in concentrated base industries.

Not unlike the concentrated base industries, Wholesale Trade is an important supplier for the emerging base. Also notable is the fact that Paper Mills are a base industry in Shasta County, yet the local Printing industry gets the majority of its supply from outside the County.

SUPPLIER INDUSTRIES FOR SHASTA COUNTY SERVICE INDUSTRIES

Two industries were selected from the service providing industries to identify suppliers, Electric, gas, & sanitary services and Transportation by Air. These two industries are the closest to base industries in their impact on the Shasta County economy. Table 19 shows the major suppliers and supports needed for their services.

TABLE 19
Supply Industries for Select Services in Shasta County

Industry	Percent of Local (Shasta County) Contribution
ELECTRIC & GAS	
Natural Gas & Crude Petroleum	0%
Gas Production & Distribution	95%
Maintenance and Repair	100%
Natural Gas Liquids	0%
Banking	70%
Accounting	54%
Legal Services	59%
Wholesale Trade	58%
Computer and Data Process	20%
Personnel Supply Services	55%
Engineering- Architectural	90%
AIR TRANSPORTATION	
Petroleum Refining	0%
Arrangement Of Passenger Service	44%
Noncomparable Imports	0%
Computer & Data Process	21%
Aircraft	0%

Source: IMPLAN Professional 2.0; Calculations by ADE.

LIKELY TARGET INDUSTRIES FOR SHASTA LAKE

Shasta Lake, located on Interstate 5 is in an enviable position. Its central location between Seattle and Los Angeles makes it an ideal hub for transport of goods. Businesses that locate in Shasta Lake will generally do so for quality of life, labor costs, low power costs and the transportation available.

Some of the industries identified above may not be suitable for Shasta Lake. Wholesale Trade and Business Services are all likely users of a more "business park" type of environment than a true industrial park. This requires creating business parks that can accommodate all these types of users. What is important to take note is that while industry such as Wholesale Trade does not have intensive infrastructure needs (wastewater treatment, large electrical demand, etc.), a large facility is still required.

TARGET INDUSTRIAL USERS

These are likely users of true industrial space in Shasta County. These tend to be smaller operations or a single large operation employing everyone at a single facility.

TABLE 20
Likely Industrial Users in Shasta Lake[9]

SIC		Description
20		**Food & Kindred Products**
	249	Misc. Wood Products
	261	Pulp Mills*
	262	Paper Mills
27		**Printing & Publishing**
	271	Newspapers
	289	Miscellaneous Chemical Products*
	308	Miscellaneous Plastics Products*
	324	Cement, hydraulic
34		**Fabricated Metal Products**
35		**Industrial Machinery & Equipment**
	355	Special Industry Machinery
	358	Refrigeration & Service Machinery
	359	Industrial Machinery, unclassified
	362	Electrical Industrial Apparatus*
37		**Transportation Equipment**
38		**Instruments & Related Products**
	395	Pens, Pencils, Office & Art Supplies

Source: Applied Development Economics

[9] Industries marked with an asterisk are low concentration supplier industries, and may not be "likely" users, but could be good target industries.

TARGET BUSINESS/COMMERCIAL USERS

Many of the industries that are prominent in the region are not as reliant on industrial space, but on office or warehouse facilities. This would also be true of some of the suppliers to the largest industries in the region; services, retail and government. Below are the commercial users of space that could be created as a "business park" as opposed to an industrial park.

TABLE 21
Likely Commercial Users

SIC	Description
45	**Transportation By Air**
472	Arrangement Of Passenger Transportation*
49	**Electric, Gas & Sanit ary Services**
50, 51	**Wholesale Trade***
73	**Business Services**
737	Computer Programming & Data Processing*
75	**Auto Repair Services**
79	**Amusement & Recreation Services**
80	**Health Services**
83	**Social Services**
87	**Engineering & Management Services**

Source: Applied Development Economics

LAND ABSORPTION FOR INDUSTRIAL/BUSINESS PARK NEEDS

Shasta Lake will need to plan for the increase and meet the needs of different industry types. Projecting employment growth in the categories most likely to use industrial and commercial space (or business park type facilities), ADE estimated the acreage needed to meet future demand.

Using employment change in Shasta County from 1991 to 2000 estimates for Shasta Lake are based on established employment density factors. These a re acreage demands for the various land-use types assuming Shasta Lake takes no action to grow or recruit industry. A high-end estimate is also included and is based on the same density factors but with a 2 percent greater annual rate of growth for Shasta Lake assuming proactive recruitment efforts are undertaken for all land use categories.

Table 22 shows the future land use demand in acres.

TABLE 22
Land Absorption by Industry Category, 2000 - 2020[10]

Description	Current Employment	2010 Employment	2020 Employment	Current acres	2010 acres	2020 acres	Change in Acres 2003 – 2020
Light Manufacturing	152	163 – 187	180 – 251	8.5	9.1 – 10.5	10.1 – 14.1	1.6 – 5.6
Heavy Manufacturing	184	224 – 259	297 – 422	5.9	7.2 – 8.3	9.5 – 13.5	3.6 – 7.6
Warehousing	29	22 - 24	17 – 18	2.5	N/A	N/A	N/A
Office	198	278 – 318	453 – 625	4.5	6.3 – 8.8	10.3 – 14.2	5.8 – 9.7
Research & Development	9	11 - 13	14 – 20	0.4	0.6	0.7 – 1.0	0.3 – 0.5
Total				**21.8**	**23.2 – 28.2**	**30.6 – 42.8**	**11.3 – 23.4**

Source: ADE

Currently, Shasta Lake has 7 percent of Shasta County office space, 7 percent of light manufacturing, 8 percent of heavy manufacturing and 1 percent of warehouse space.

Translating the acreage needs into square feet, Table 23 is the projected demand in Shasta Lake for the land use categories.[11]

TABLE 23
Building Space Demand for Shasta Lake

Description	Current Occupied Square Feet	2010 Square Feet Demand	2020 Square Feet Demand	Change 2003 – 2020
Light Manufacturing	76,730	82,265 – 94,368	90,871 – 126,822	14,141- 50,092
Heavy Manufacturing	171,806	209,344 – 241,748	277,630 – 393,783	105,824 – 221,977
Warehousing	27,633	N/A	N/A	N/A
Office	62,258	87,543 – 99,973	142,459 – 196,662	80,201 - 134,404
Research & Development	5,170	6,497 – 7,653	8,165 – 11,329	2,995 – 6,159
Total	**343,957**	**385,649 – 443,742**	**519,125 – 728,596**	**175,168 – 384,639**

Source: ADE

CURRENT TARGET INDUSTRIES IN SHASTA COUNTY

Table 24 shows the current number of businesses, employment and average employment size per firm in Shasta County for likely (target) industrial users at the 2 digit SIC code level.

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10 All land estimates are based on employment numbers; light manufacturing saw a slight decrease in Shasta County over the past decade, but a slight increase has been included here for Shasta Lake assuming proactive recruitment efforts are undertaken.

11 Employment densities were translated into square feet demand by applying the average FAR (Floor Area Ratio; the ratio of building area and land area), a Net Gross Adjustment Factor (roads and other non-building area acreage) and average Building Efficiency (a factor utilized to exclude non-work related space in a building).

TABLE 24
Current (2003) Industrial Targets in Shasta County

SIC Code	Industry	Number Bus	Total Employees	Average Employees
24	Lumber and Wood Products, Except Furniture	90	1,529	17
39	Miscellaneous Manufacturing Industries	63	183	3
35	Industrial and Commercial Machinery and Computer Equipment	62	542	9
27	Printing, Publishing and Allied Industries	55	445	8
34	Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	42	359	9
32	Stone, Clay, Glass, and Concrete Products	32	286	9
38	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watchs/Clocks	26	281	11
37	Transportation Equipment	25	181	8
20	Food and Kindred Products	20	310	17
28	Chemicals and Allied Products	16	365	23
36	Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	16	111	7
30	Rubber and Miscellaneous Plastic Products	8	76	13
26	Paper and Allied Products	2	11	6
	Total/Average	**457**	**4,679**	**11**

Source: D&B Sales & Marketing Solutions, April – June 2003

Also ranked from largest to smallest are the likely (target) commercial/service providing users in Shasta County (Table 25) with average employment size per firm.

TABLE 25
Current (2003) Growing (Target) Commercial Users in Shasta County

SIC Code	Industry	Number Businesses	Total Employees	Average Employees
73	Business Services	664	2,976	5
80	Health Services	558	7,785	15
87	Engineering, Accounting, Research, Management & Related Svcs	374	1,803	5
75	Automotive Repair, Services and Parking	365	1,622	4
50	Wholesale Trade - Durable Goods	323	2,097	7
83	Social Services	295	2,322	9
79	Amusement and Recreation Services	151	1,028	7
51	Wholesale Trade - Nondurable Goods	131	992	8
49	Electric, Gas and Sanitary Services	51	632	13
47	Transportation Services	32	141	5
45	Transportation by Air	9	300	33
	Total/Average	**2,953**	**21,698**	**8**

Source: D&B Sales & Marketing Solutions, April – June 2003

3 SHASTA LAKE RETAIL LEAKAGE & RETAIL POTENTIAL

INTRODUCTION

This portion of the report helps to identify retail types for attraction or expansion within the retail sector by providing statistical information on excess demand for consumer goods in the Shasta Lake market area. The first step consists of determining the geographic area that Shasta Lake merchants can compete. Second, data on population and income are gathered for the market area. Third, a retail market analysis is conducted to identify sales leakages to determine retail types for possible expansion and attraction.

THE SHASTA LAKE MARKET AREA

The Shasta Lake market area (Figure 2) serves the City of Shasta Lake and Lakehead-Lakeshore along the Interstate 5 corridor.

SHASTA LAKE MARKET AREA DESCRIPTION

There are an estimated 4,458 households in the Shasta Lake market area.[12] These are households that Shasta Lake businesses could serve assuming they were competitive and operating in the right market niche. ADE estimates the total income for the Shasta Lake market area at $188 million. Since spending patterns differ with income levels, ADE has estimated the household incomes for the market area into different income groupings.

[12] The market area is made up of census tracts & blocks to include those areas most likely to shop at all Shasta Lake merchants.

FIGURE 2
Shasta Lake Market Area

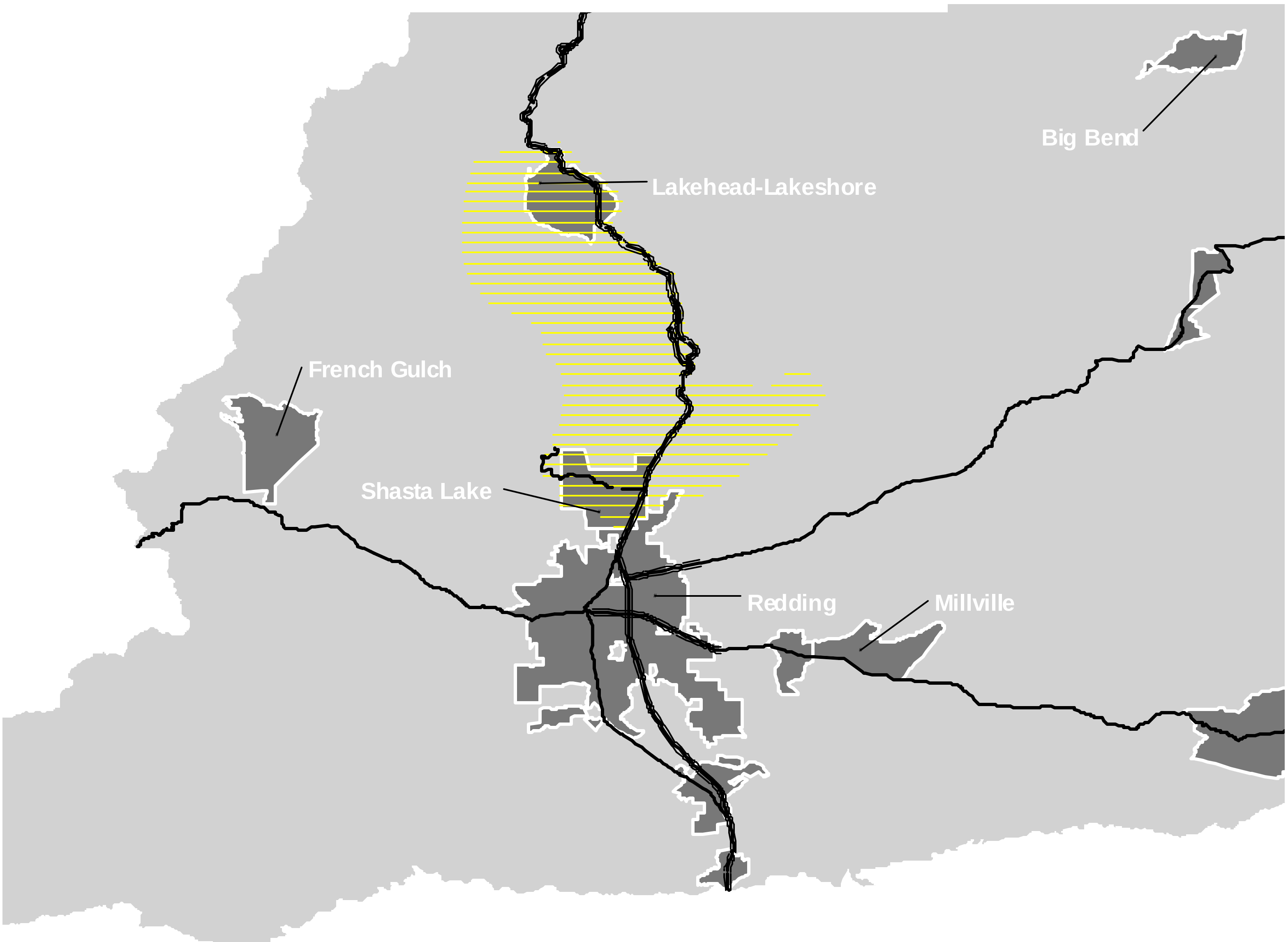

TABLE 26
Shasta Lake Market Area Incomes

Income Range	Households	Total Income	Average Income
Under $20,000	1,225	$13,845,424	$11,306
$20,000 to $29,999	746	$18,739,683	$25,110
$30,000 to $39,999	620	$22,276,136	$35,957
$40,000 to $49,999	484	$22,201,453	$45,916
$50,000 to $69,999	770	$47,564,871	$61,809
$70,000 and Over	614	$63,730,179	$103,711
TOTAL	**4,458**	**$188,357,745**	**$42,252**

Source: ADE, 2000 U.S. Census, incomes adjusted for inflation.

SHASTA LAKE MARKET ANALYSIS

Once the market area has been determined and estimates of total household demand are calculated, the analysis turns to a comparison of supply and demand by store type. ADE used 48 store types for this analysis. The objective is to see how much of the potential demand available in the market area for the purchase of goods in each category is being met by Shasta Lake merchants.

It is important to note that household retail spending is being spent somewhere. Demand not being met by Shasta Lake merchants is being met by other retailers, those either elsewhere in the market area or in Redding. Therefore, holding total consumer demand constant, an increase in the sales of Shasta Lake merchants in any category will necessitate a decrease in the sales of other merchants. With growth in total consumer demand, each merchant in the market area will also have to compete for a share of this increase with other area merchants. This is why it is essential to understand the competitive nature of the retail marketplace and the steps that must be taken by Shasta Lake merchants to increase their market share. This information is also crucial in identifying local gaps in the retail mix for all of Shasta Lake.

SHASTA LAKE MARKET RETAIL DEMAND

The total amount of consumer demand potentially available in the Shasta Lake market area is over $65 million annually. Total demand is the total amount of money available for all consumer purchases by all residents in the market area.

Those businesses able to capture local spending will tend to be local serving establishments (e.g. restaurant, grocery stores, etc.), while "big-box" type retailers, or those that capture from a much larger geographic area (e.g. new car dealers, department and discount stores, etc.), will draw from the larger area of the market.

The largest percentage of household spending in the Shasta Lake market area is in the Automotive Group with over 32 percent. The Food, Eating and Drinking Group is second with over 28 percent household spending potential, followed by the General Merchandise Group at over 18 percent.

Table 27 lists the sales by Shasta Lake merchants and their estimated leakage. This information is discussed below.

TABLE 27
Shasta Lake Market Area Household Spending, Sales and Leakage

Retail Group	Total Household Spending	Shasta Lake Sales (2002)	Sales Leakages
TOTAL	**$65,123,434**	**$35,570,118**	**$29,553,316**
Apparel Store Group	**$3,800,229**	**$0**	**$3,800,229**
Women's Apparel	$854,003	$0	$854,003
Men's Apparel	$297,981	$0	$297,981
Family Clothing	$1,883,000	$0	$1,883,000
Shoe Stores	$765,245	$0	$765,245
General Merchandise Group and Specialty Retail Group	**$15,800,428**	**$897,575**	**$14,902,853**
Department & Dry Goods	$6,219,155	$0	$6,219,155
Discount Stores	$3,717,403		
Department Stores	$2,501,715		
Other General Merchandise	$3,214,329	$0	$3,214,329
Warehouse Clubs and Superstores	$2,446,603		
Misc. General Merchandise	$767,726		
Drug & Proprietary Stores	$1,984,852	*	$1,799,558
Gifts & Novelties	$349,453	$0	$349,453
Sporting Goods	$452,689	*	*
Florists	$109,632	$0	$109,632
Photographic Equipment	$54,310	$0	$54,310
Records & Music	$246,164	$0	$246,164
Books & Stationery	$316,550	$0	$316,550

Retail Group	Total Household Spending	Shasta Lake Sales (2002)	Sales Leakages
Office Supplies/Computer Equipment	$737,943	*	*
Office Supplies	$332,368		
Computer Equipment	$405,575		
Jewelry	$419,550	$0	$419,550
Misc. Specialty Retail	$1,695,801	*	*
Cosmetics/Beauty Supply	$85,689		
Optical Goods	$240,408		
Other Health/Personal Care Stores	$165,001		
Toys & Hobbies	$503,356		
Pet Stores	$247,192		
Other Misc. Specialty Stores	$454,155		
Food, Eating and Drinking Group	**$18,367,615**	**$2,519,678**	**-$6,829,171**
Grocery Stores	$12,190,845	$15,480,288	-$3,289,443
Supermarkets	$11,663,044		
Convenience Stores	$527,792		
Specialty Food Stores	$377,024	*	*
Meat & Fish Markets	$188,657		
Fruit & Vegetable Markets	$73,010		
Misc. Specialty Food	$115,357		
Liquor Stores	$518,457	*	*
Eating Places	$5,281,289	$2,552,889	$2,728,400
Full-Service Restaurants	$2,516,040		
Other Eating Places	$2,568,404		
Drinking Places	$196,845		
Building Materials and Home Furnishings Group	**$6,107,800**	**$1,463,313**	**$4,644,487**
Furniture & Home Furnishings	$2,641,767	*	*
Furniture Stores	$1,564,768		
Other Home Furnishings Stores	$1,076,999		
Household Appliances & Electronics	$1,139,283	$0	$1,139,283
Used Merchandise	$172,445	*	*
Nurseries & Garden Supply Stores	$522,738	*	*
Lumber & Other Building Materials	$928,299	$0	$928,299
Home Centers and Hardware Stores	$653,477	*	*
Paint & Wallpaper	$49,790	$0	$49,790
Automotive Group	**$21,047,362**	**$14,925,716**	**$6,121,645**
New Cars & RVs	$13,437,360	$0	$13,437,360
Used Car Dealers	$973,992	*	*
Gasoline Service Stations	$5,740,035	*	*
Mobile Homes & Trailers	$3,682	$0	$3,682
Auto Parts & Accessories	$506,510	*	*
Boats & Motorcycles	$385,783	*	*

Source: ADE, Inc. Retail Model based on Bureau of Labor Statistics HH expenditure estimates, City of Shasta Lake sales tax data collected by Hinderliter, deLlamas & Associates 2002.

Note: Due to confidentially requirements, some categories have been aggregated to protect individual establishment sales.

SHASTA LAKE MARKET SUMMARY

ADE estimates there are 33 retail establishments within the City of Shasta Lake. A few categories are well represented in the City, while many others are lacking.

Altogether, the 33 Shasta Lake merchants generate $35 million in sales. Total market household demand in 2002 was $65 million and total retail sales were $35 million. Since demand was more than sales, there was leakage in the Shasta Lake market of $29 million. While there was overall leakage in the Shasta Lake market, a few categories had sales in excess of expected demand.

The category with the largest leakage was the General Merchandise & Specialty Retail Group. The majority of spending in this category goes to department store and big-box retailers. Currently, the majority of spending for the General Merchandise & Specialty Retail Group is occurring in Redding. The category with the next largest leakage amount is the Automotive Group. The majority of leakage in this category is occurring in the new car category; a retail category that Shasta Lake currently does not have. Other types of retail with gaps in Shasta Lake include, apparel stores, general merchandise stores, household appliances & electronics and many of the specialty retail categories (books, music stores, florists).

The grocery store category is the only retail type to see excess sales.[13] Household spending at grocery stores is estimated to be $12 million. All grocery stores, including convenience stores, had sales of over $15 million. It is likely that the excess capture for grocery stores is occurring through the tourist trade. In fact, it is likely that some household spending at grocery stores is occurring outside of the Shasta Lake market, but is being reclaimed by tourists.

Overall, the retail categories that are present in Shasta Lake are doing well. The majority of leakage that is occurring in Shasta Lake is because of the absence of many retail types.

[13] Because of confidentially and the aggregation of many retail types some other individual retail types may have seen sales in excess of market demand, but overall did not impact their categories enough to not have leakage.

EXPANSION AND ATTRACTION OF RETAIL IN SHASTA LAKE

$29 million is being spent outside of Shasta Lake. This leakage adds up to 35 percent of the market area household demand. Table 28 shows retail types with either expansion or attraction potential with number of additional supportable stores based on the average annual sales generated by Shasta County stores.

TABLE 28
Shasta Lake's Retail Expansion & Attraction Potential

Retail Group	Shasta Lake Sales Leakages	Avg Sales Per Store in Shasta County 2001	Expansion Potential
TOTAL	**$29,640,043**	**$55,476,109**	**59.4**
Apparel Store Group	**$3,800,229**	**$2,097,491**	
Women's Apparel	$854,003	$454,667	1.9
Men's Apparel	$297,981	$592,714	0.5
Family Clothing	$1,883,000	$595,581	3.2
Shoe Stores	$765,245	$454,529	1.7
General Merchandise Group	$11,233,042	$10,593,801	
Department & Dry Goods	$6,219,155	$8,586,544	0.7
Drug & Proprietary Stores	*	$2,007,257	0.9
Specialty Retail Group	$3,669,811	$1,641,485	
Gifts & Novelties	$349,453	$69,893	5.0
Sporting Goods	*	$195,477	1.8
Florists	$109,632	$84,683	1.3
Records & Music	$246,164	$279,167	0.9
Books & Stationery	$316,550	$184,076	1.7
Office Supplies/Computer Equipment	*	$313,524	0.7
Jewelry	$419,550	$166,433	2.5
Misc. Specialty Retail	*	$102,661	15.6
Liquor Stores	*	$941,506	0.5
Eating Places	$2,728,400	$419,298	6.5
Building Materials And Home Furnishings Group	**$4,644,487**	**$5,717,324**	
Furniture & Home Furnishings	*	$367,834	7.2
Household Appliances & Electronics	$1,139,283	$1,010,034	1.1
Used Merchandise	*	$46,011	2.3
Nurseries & Garden Supply Stores	*	$274,549	1.2
Automotive Group	$6,121,645	$19,470,288	
New Cars & RVs	$13,437,360	$13,784,000	1.0
Gasoline Service Stations	*	$2,184,992	0.6

Source: ADE, Inc. Retail Model based on Bureau of Labor Statistics HH expenditure estimates, City of Shasta Lake sales tax data collected by Hinderliter, deLlamas & Associates 2002, California State Board of Equalization Taxable Sales Report, 2001

Note: Due to confidentially requirements, some categories leakage not shown.

Categories with a large number of additional supportable stores are candidates for attraction. For example, furniture & home furnishings and eating-places. Categories with a smaller number are likely candidates for expansion. For example, liquor stores and sporting goods.

Table 29 shows the additional square feet of space based on typical sales per square foot for those store types.

TABLE 29
Shasta Lake Retail Expansion Space Needs

Retail Group	Sales Leakages	Expansion	Typical Sales per Sq. Ft.	Sq Feet Demand
Women's Apparel	$854,003	1.9	$178	4,798
Men's Apparel	$297,981	0.5	$200	1,490
Family Clothing	$1,883,000	3.2	$205	9,185
Shoe Stores	$765,245	1.7	$287	2,666
Discount Stores	$6,219,155	0.7	$269	23,120
Drug & Proprietary Stores	$1,799,558	0.9	$271	6,640
Gifts & Novelties	$349,453	5.0	$139	2,514
Sporting Goods	$358,494	1.8	$205	1,749
Florists	$109,632	1.3	$164	668
Records & Music	$246,164	0.9	$179	1,375
Books & Stationery	$316,550	1.7	$177	1,788
Office Supplies/Computer Equipment	$210,443	0.7	$340	619
Jewelry	$419,550	2.5	$290	1,447
Misc. Specialty Retail	$1,605,214	15.6	$176	9,121
Liquor Stores	$444,906	0.5	$274	1,624
Eating Places	$2,728,400	6.5	$221	12,346
Furniture & Home Furnishings	$2,631,446	7.2	$225	11,695
Household Appliances & Electronics	$1,139,283	1.1	$235	4,848
Used Merchandise	$107,245	2.3	$179	599
Nurseries & Garden Supply Stores	$318,029	1.2	$156	2,039
Total				**100,331**

Source: ADE, Inc. retail model; Urban Land Institute (ULI) sales per square foot.

SHASTA LAKE RETAIL PERFORMANCE

Based on current retail employment, there is a little over 224,000 square feet of space in Shasta Lake. As shown here, the market area could support almost a doubling of what is currently available. In the last five years, Shasta Lake has seen the greatest increase in retail sales in Shasta County. This has occurred with little population growth within the city meaning that Shasta Lake is attracting shoppers from outside the city limits. Table 30 shows household growth in Shasta County and cities from 1997 to 2001.

TABLE 30
Household Growth and Percent Change in Shasta County
1997 – 2000

	1997	2001	Change	Percent Change
Shasta County	162,524	166,739	4,215	3%
Anderson	8,639	9,210	571	7%
Redding	77,248	83,075	5,827	8%
Shasta Lake	9,184	9,221	37	0%

Source: State of California Department of Finance, calculations by ADE.

Table 31 is the taxable sales for retail outlets as reported by the California State Board of Equalization from 1997 to 2001 for Shasta County and cities.

TABLE 31
Taxable Sales and Change in Shasta County, 1997 – 2000

	1997	2001	Change	Percent Change
Shasta County	$1,608,271,000	$2,186,247,000	$577,976,000	36%
Anderson	$69,833,000	$84,671,000	$14,838,000	21%
Redding	$929,655,000	$1,248,163,000	$318,508,000	34%
Shasta Lake	$14,615,000	$20,389,000	$5,774,000	40%

Source: California State Board of Equalization Taxable Sales Report, 1997 & 2001, calculations by ADE.

CONCLUSION

The Shasta County retail market is dominated by Redding. With retail equal to that of a much larger city, Redding draws shoppers from throughout the region. But with little population growth, Shasta Lake has seen greater retail sales growth than Redding, other Shasta County cities or the County as a whole. Assuming similar gains are made in the next five years as in the previous five, Shasta Lake's sales will almost equal the household demand.

Even with overall demand met, it should be stated that not all categories will be equally represented. Due to its size, Shasta Lake would be an unlikely candidate for many big-box retailers. In addition, limited freeway frontage may curtail growth in categories such as fast food, service stations or convenience stores.

Since population is expected to grow little in Shasta Lake, filling in category gaps and capturing additional tourism dollars will be the primary force for reducing retail leakage.

Likely retail categories for attraction are:

- Family clothing
- Drug – General Merchandise
- Florist
- Book/Music/Stationary
- Jewelry
- Restaurants
- Home furnishings
- Nursery-Garden Supply

Shasta Lake should not put emphasis on competing with Redding. Since much retail is already established, it is unlikely that many national retailers would see an opportunity to compete in Shasta Lake. Instead, concentration should be placed on filling gaps and helping local retailers. In many towns and cities similar to Shasta Lake (small and dependent on the tourist trade) local merchants mimic national retailers. Often with the help of the local economic and workforce programs at the community college, strategies can be formulated to help local retailers with this effort.

To give perspective based on Shasta Lake's leakage and average Shasta County sales (Table 28), Appendix B contains some national retailers average sales and square footage needs.

4 SHASTA LAKE TOURISM

INTRODUCTION

Rural areas and small towns are searching for new sources of jobs and income as they have experienced declining economic competitiveness. One potential source of economic activity is the tourism industry. Located in a recreationally rich part of California where tourism is a major industry, the City of Shasta Lake has many opportunities.

The tourism market encompasses a number of users, including, overnight leisure travelers, business travelers, and day travelers. A fully developed tourist-serving business base should include a representative mix of the following services: lodging, recreation/amusement services, transportation services, eating and drinking places, food stores, and other retail.

Located along Interstate 5, Shasta Lake is already a stop-off for fuel and food. As defined by the California Tourism Marketing Act[14], there are 1,511 tourist/visitor serving businesses in Shasta County. The majority of these establishments are located in Redding. 51 of the establishments are found in the Shasta Lake area.[15]

To sum up current conditions:

- There is one motel in Shasta Lake.
- Shasta County has a growing tourist economy that generated $293.6 million in spending in 2001, up from $215.6 million in 1992.
- Shasta County annually hosts approximately 2 million visitors, the majority for leisure.

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[14] The California Tourism Marketing Act, adopted in 1995, authorized a referendum of California businesses that benefit from travel and tourism spending. The tourism marketing referendum passed in October 1997. It established the California Travel and Tourism Commission (CTTC) and a statewide marketing fund derived from mandatory assessments. See gocalif.ca.gov/.

[15] Zip codes 96019, 96089, 96079

NUMBER OF VISITORS

Shasta County hosted 2.1 million visitors in 2001, with 500,000 for business and 1.6 million for leisure. Small County visitation in California had an increase of 38 percent from 1999 to 2001, compared to Shasta County at 24 percent. With the Shasta County population at 163,256, this represents 12.9 visitors per capita. For California as a whole the count is 8.7 per capita, meaning that Shasta County's visitor-serving sectors are a larger industry than the rest of the state. Table 32

TABLE 32
Total Visitor Volume to Shasta County, 1996 to 2001
(Millions of Person Trips)[16]

	CA	Shasta	Leisure	Business
1996	240.8	2.1	1.6	0.5
1997	240.0	1.7	1.3	N/A
1998	240.9	1.4	1.0	N/A
1999	266.4	1.7	1.3	0.3
2000	287.3	1.8	1.5	0.3
2001	307.7	2.1	1.6	0.5

Source: California Department of Tourism

SHASTA COUNTY VISITOR SPENDING

Travel expenditures in Shasta County totaled $293 million in 2001. Beginning in 1992, visitor spending has been increasing at an annual rate of 3.5 percent. The largest percentage of visitor spending is attributed to eating and drinking establishments with $70 million in sales, followed by retail sales at more than $63 million. Recreation contributed $44 million, and accommodations $58 million. Total taxes generated in Shasta County by travel spending increased from $14 million in 1992 to $19 million in 2001. The local share of these taxes increased from $4 million in 1992 to over $5 million in 2001. Table 33 is the visitor impacts in Shasta County in 2001.

[16] Destinations, (1996-2001) D.K. Shifflet & Associates Ltd. "Person-Trips" represents the measure in the travel industry for which one person accounts for one trip irrespective of trip length.

TABLE 33
Shasta County Visitor Spending
2001

	2001 Shasta County Sales	County Visitor Spending	Visitor Spending as a Percent of County Sales
Accommodations	$58,100,000	$58,100,000	100%
Eating & Drinking Places	$163,945,556	$70,000,000	43%
Food Stores	$530,237,461	$16,100,000	3%
Other Retail Sales	$521,203,100	$63,500,000	12%

Source: Source: ADE retail model, California Travel Impacts by County, 1992 – 2001

Note: Other retail sales include, Apparel, General Merchandise, Specialty Retail, Furniture & Home Furnishings, Used Merchandise & Service Stations.

SHASTA LAKE VISITOR SPENDING

Current visitor spending in Shasta Lake is limited. Using transient occupancy tax receipts, ADE estimates Shasta Lake receives 0.10 percent of Shasta County overnight visitor spending. Other visitor spending is confined to day-users or travelers making a pit stop from Interstate 5. Table 34 is the estimated amount of sales generated by visitor spending in Shasta Lake.

TABLE 34
Shasta Lake Visitor Spending
2001

	2001 Shasta County Sales	Shasta Lake Sales	Shasta Lake Percent of County Sales	Shasta Lake Visitor Sales
Accommodations	$58,100,000	$60,000	0.1%	$60,000
Eating & Drinking Places	$163,945,556	$2,552,889	1.6%	$1,090,010
Food Stores	$530,237,461	$15,553,838	2.9%	$472,273
Other Retail Sales	$521,203,100	$4,686,031	0.9%	$570,916
Total				**$2,193,198**

Source: ADE retail model, based on California Department of Tourism data.

Accommodations gather the smallest share of Shasta County visitor spending in Shasta Lake. Food stores have the largest percentage of visitor spending in Shasta Lake. All total, over $2.1 million is spent in Shasta Lake by visitors on accommodations and retail spending.

This $2.1 million is 6 percent of all Shasta Lake retail sales. This compares to 17 percent of all retail sales attributed to visitor spending in all of Shasta County. It is clear that Shasta Lake is not meeting its potential in capturing tourism spending.

SHASTA LAKE POTENTIAL VISITOR CAPTURE POTENTIAL

The majority of visitors to Shasta County are domestic travelers arriving by either car or RV. Shasta Lake has the opportunity to increase its visitor capture and spending by becoming more competitive with Redding and offering more visitor services and spending opportunities. It is estimated that per capita expenditures by tourists in Shasta County is $55.70 a day.[17] The average party size of visitors to Shasta County is 2.8 people. This is an average of $155.96 spent per party per day. The largest portion of this spending goes to eating and drinking, $37.18 or 24%. Table 35 is the amount and percentage for tourism categories in Shasta County.

TABLE 35
Average Spending by Party in Shasta County

	Percent Spent by Category	Amount Spent Per Party
Accommodations	20%	$30.86
Eating, Drinking	24%	$37.18
Food Stores	5%	$8.55
Ground Transport	12%	$18.54
Recreation	15%	$23.59
Retail Sales	22%	$33.73
Air Transportation	2%	$3.40
Travel Arrangement	0%	$0.11
Total Spending	**100%**	**$155.96**

Source: Calculations by ADE, California County Travel Report 2000, California Travel Impacts by County, 1992 – 2001

Shasta Lake is currently receiving a smaller percentage of visitor spending than Shasta County as a whole. Assuming that spending in Shasta Lake has the potential to match County spending, an additional $3.9 million could be generated in retail sales. Translating this $3.9 million into visitor spending, just over 137,800 additional visitors would need to be captured per year. This spending potential is shown among the tourist's related categories in table 36.

[17] California County Travel Report, 2000, California Tourism

TABLE 36
Visitor Spending Capture Potential in Shasta Lake

	Spending Per Party	Potential Sales
Eating & Drinking Places	$37.18	$1,830,815
Food Stores	$8.55	$421,087
Other Retail Sales	$33.73	$1,660,811
Total	**$79.47**	**$3,912,713**

Source: Calculations by ADE, California County Travel Report 2000, California Travel Impacts by County, 1992 – 2001

It should be noted that the additional capture potential for Shasta Lake is based on current conditions. Any additional capture of visitor spending will come at the expense of spending somewhere else, most likely Redding. The numbers of additional tourists visiting Shasta Lake are those already visiting Shasta County. For this reason, the additional $3.9 million in retail visitor spending can be viewed as a critical mass of Shasta Lake's potential under current conditions.

LODGING POTENTIAL

LODGING MARKET

Lodging is currently limited in Shasta Lake. Part of the Redding/Chico lodging market, Shasta Lake has the potential to establish lodging that compete favorably within the market. This is especially true given Shasta Lake's proximity to Redding and strategic location along Interstate 5.

There are an estimated 2,446 motel/hotel rooms available in the City of Redding. With an average occupancy rate of 63.1 percent,[18] the room per night demand per year is 563,350. The largest hotel has 192 rooms, while the smallest has 26. The average motel/hotel size is 76 rooms. Table 37 is the inventory of motel/hotel properties in Redding.

[18] 2001 Occupancy Rate for the Redding/Chico market from Lodging Outlook Survey, California Division of Tourism

TABLE 37
Redding Room Inventory

Property	Number of Rooms	Share of Rooms
Americana Lodge	58	2.4%
Amerihost Inn & Suites	84	3.4%
Best Western Hilltop Inn	113	4.6%
Best Western Hospitality House	62	2.5%
Best Western Ponderosa Inn	70	2.9%
Budget Lodge	39	1.6%
Capri Motel	64	2.6%
Comfort Inn	88	3.6%
Deluxe Inn	39	1.6%
Econo Lodge	60	2.5%
Economy Inn	28	1.1%
Grand Manor Inn	71	2.9%
Hilltop Lodge	76	3.1%
Hilton Garden Inn	91	3.7%
Holiday Inn Express	50	2.0%
Holiday Inn Redding	127	5.2%
Howard Johnson Express	74	3.0%
La Quinta Inn	140	5.7%
Motel 6 Central	81	3.3%
Motel 6 North	97	4.0%
Motel 6 South	105	4.3%
Oxford Suites	141	5.8%
Ramada Limited	63	2.6%
Red Lion Hotel	192	7.8%
River Inn	79	3.2%
Shasta Lodge	37	1.5%
Stardust Motel	42	1.7%
Super 8 Motel	80	3.3%
Thunderbird Lodge	66	2.7%
Travel Inn	31	1.3%
Vagabond Inn	72	2.9%
Value Inn	26	1.1%
Total	**2,446**	**100.0%**

Source: 2003 Redding Convention & Visitors Bureau's

LODGING DEMAND

Redding currently has an estimated 60 percent of the lodging available in Shasta County. With an average room rate of $61.77,[19] Redding generates $34.7 million of the $58.1 million spent on accommodations per year. Adjusted for inflation,

[19] An average room rate for the Redding/Chico market area was reported as $58.83 bin 2001; this has been adjusted for inflation.

accommodation spending in Shasta County has increased at annual rate of 1.6 percent since 1992.[20] Translating the increase in spending into room-night demand in Redding, an additional 9,274 stays are added per year. Based on the occupancy rate of 63.1 percent, there is a demand in the Redding market for an additional 25 rooms per year.

TABLE 38
Projected Room Demand for the Redding Market

	Current Number of Rooms	Rate of Growth	Additional Room Night Demand	Annual Additional Room Demand	2005	2010
Room Demand	2,446	1.6%	9,274	25	2,496	2,621

Source: ADE, from California Division of Tourism data.

Future demand for lodging is expected in the Redding market. Shasta Lake can capitalize on this future demand by attracting lodging options that can be competitive in the market. With an additional demand of at least 25 rooms a year, the Redding market could accommodate a new average (75 room) motel/hotel within the next three years and up to three new average size motels/hotels by 2010.

SHASTA LAKE LODGING IMPACT

Assuming Shasta Lake added a 70-room hotel and was able to capture the same per room per year spending as Shasta County, Table 39 projects potential visitor spending ($2.2 million). The additional spending on retail sales, food stores, eating and drinking comes to $1.2 million.

TABLE 39
Potential Overnight Visitor Spending in Shasta Lake

	Spending Per Party	Annual Spending in Shasta Lake
Accommodations	$61.77	$995,859
Eating & Drinking Places	$37.18	$599,418
Food Stores	$8.55	$137,844
Other Retail Sales	$33.73	$543,797
Total	**$141.23**	**$2,276,917**

Source: Calculations by ADE, California Travel Impacts by County - Dean Runyan Associates

[20] Accommodation spending from California Travel Impacts by County, 1992 – 2001

ATTRACTION INVENTORY AND CURRENT TOURISM DEVELOPMENT ASSESSMENT

The table below highlights Shasta Lake area attractions that can be capitalized on for promoting Shasta Lake as a tourist destination. This information can be expanded on and used for marketing purposes to show potential visitors what Shasta Lake has to offer. More importantly, it can be used as a map for cross-promotion between attractions. Identifying assets that are important to visitors will be an important component of any marketing activities and allows for cross-promotion between the individual operators, but also retailers, tour operators, lodging and dining establishments. This cross-promotion can also go beyond Shasta Lake, by linking similar activities to places in the Cascades and Sacramento Valley. This information can also be supplied to travel providers outside the area.

TABLE 40
Shasta Lake Area Attractions[21]

Natural/Recreation	Recreational And Shopping Facilities
▪ Rafting ▪ Mtn. Biking ▪ Hiking ▪ Water skiing/water sports ▪ Site seeing ▪ Wildlife: Birdwatching ▪ Camping & RV ▪ Fishing	▪ Sporting Equipment ▪ Groceries ▪ Bars ▪ Arts & Antiques
Social Attractions	**Infrastructure And Food & Shelter**
▪ Old town/architecture (including homes) ▪ Historical prominence	▪ Interstate 5 ▪ Fast food ▪ Service stations

STRENGTHS AND WEAKNESSES FOR SHASTA LAKE TOURISM

In addition to its assets, it is important to identify weaknesses in Shasta Lake. Many of Shasta Lake's strengths and weaknesses cannot be changed. As Shasta Lake's tourism sector grows, it should attempt to utilize its assets while minimizing the effects of its liabilities. At the same time, the city should emphasize its strengths, improve neutral and

[21] 21 This list, while exhaustive, is not comprehensive. It should be noted that these are attractions that are prominent in the Shasta Lake market. Detailed information, including sources, can be found in Appendix C.

negative factors it can (internal), and limit those it cannot (external). Below is a list of assets and liabilities for Shasta Lake tourism development.

TABLE 41
City of Shasta Lake Assets and Liabilities for Tourism Development

	Asset	Liability
External Factor	▪ Freeway visibility ▪ Shasta Dam ▪ Shasta Lake ▪ Nearby hiking trails ▪ Good year-round weather ▪ Close to major population center ▪ Used as a stop off point for gas, fast-food ▪ Plenty of land for development, esp along Interstate	▪ Proximity to airport ▪ Competition with the City of Redding ▪ Downtown not visible from Interstate
Internal Factor	▪ Historic structures ▪ Business friendliness ▪ Rural, small town charm ▪ Restaurants (Fast Food) ▪ Active Chamber of Commerce with tourism information ▪ Historic Main Street/Downtown ▪ Web Site	▪ No hotel, limited accommodations ▪ Building facades need sprucing up ▪ No public restrooms ▪ Lack of a cohesive theme or identity ▪ Limited marketing or promotion ▪ Parking

CONCLUSION

Shasta Lake has the potential to increase its share of Shasta County's tourism market. Currently, the main hurdle for Shasta Lake is the establishment of additional lodging and restaurants. As shown here, there is the potential for up to $3.9 million in additional visitor spending in Shasta Lake. With the creation of an average size motel/hotel almost half ($2.2 million) could be achieved. Besides the establishment of lodging, Shasta Lake will need to capitalize on its many recreational and historic assets. As the gateway to Lake Shasta the City of Shasta Lake can position itself for visitor services and traveler amenities for the lake and the many recreational opportunities in the Cascades.

5 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

Ability to capture the industrial, commercial, retail and tourism opportunities described in the previous chapters will depend in large measure on the City's ability to compete successfully with other locations, including the. It is increasingly necessary for localities to recognize that their major competitors will not necessarily be in their immediate surroundings. In fact, they may be global. Therefore, Shasta Lake cannot be content with having a competitive edge on much larger neighboring Redding. The City must be prepared to compete with all other locations having similar strengths and weaknesses.

STRENGTHS

Highway commercial retail development has been a long-term asset for the city, including its freeway frontage between intersections. The city also has lined up the resources to begin its downtown revitalization program via streetscape improvements including under-grounding of utilities, curb and gutter, and lane improvements. As the retail development occurs, lodging and other tourism-enhancing services can be easily developed, most obviously at the Shasta Dam Blvd. exit.

Shasta Lake's industrial assets outweigh its weaknesses. The City currently has the best industrial land in the Shasta Valley, with an open window to attract new industry, at least until the remaining parcels are filled, and the new Stillwater development in Redding comes on line. For the moment, the City has only two fully serviced sites ready for purchase by industrial prospects and should move to expand the park according to its existing plans. Ready-to-occupy sites and buildings are the key to industrial attraction, expansion, and new enterprise development initiatives. Therefore, the remaining prepared sites and plans for more are the City's most important asset.

WEAKNESSES

Shasta Lake has been losing significant potential revenues due to its lack of updated shopping and visitor-serving facilities. Many of the initiatives in this strategy are designed to accomplish just that. In addition, housing growth is occurring at the south end of town, and the newer residents are more inclined to shop in Redding than in Shasta Lake's downtown. Access to the downtown is convoluted, and more, newer choices exist in Redding. To partially overcome this geographic weakness the city should link Pine Grove with Shasta Dam Blvd, a problematic connection due to existing housing and terrain. It could also create a neighborhood shopping center along Pine Grove, or even along Cascade.

OPPORTUNITIES

The major opportunity for Shasta Lake is its potential to develop new tourist and retail facilities. This will not be an overnight solution, and will take years of constant vigilance to ensure. The city has a strong potential to develop its currently undeveloped frontage, including its northernmost Mountain Lakes/Oregon Trail interchange, as long as environmental and drainage concerns are addressed. The City should also modernize the outdated aspects of its existing highway commercial, including in particular its land at the Shasta Dam exit.

The City Council and staff remain committed to economic vitality. This support for the initiation and implementation of well-constructed economic development plans has placed the City in a competitive position for business attraction, expansion, and revitalization initiatives. As the economy strengthens, any letup in the professionalism and/or support for economic development by the City Council, staff, and private sector leaders could have a dampening effect on its effectiveness.

THREATS

The city has many excellent economic development tools in place, including redevelopment, and a revolving loan program[22]. It should consider a façade improvement program. Although Shasta Lake has taken many of the steps necessary for successful economic development, the economic power of Redding looms large, and particularly its potential to develop new freeway commercial at the Oasis interchange. Shasta Lake's officials must remain vigilant, must take advantage of niche opportunities, and through selective development and marketing must parlay its proximity to Redding, to Lake Shasta and Shasta Dam into strengths.

TABLE 42
Assets and Liabilities of Shasta Lake for Industrial Development

	Asset (Sell As An Advantage)	Liability (Needs Improvement)
Internal (can be changed or influenced relatively quickly)	▪ Aggressive marketing by Shasta EDC ▪ Land is priced below market ▪ 7 sites available for occupancy now. ▪ 100-acre expansion area ▪ Redevelopment ▪ City power at low cost, though costs have increased recently. ▪ Wages competitive ▪ Affordable home prices ▪ Quality of life ▪ Rail ▪ Good highway access ▪ Waste treatment plant adjacent with reclaimed water	▪ Training programs are fragmented, need improved coordination. ▪ Very limited resources for city to invest. ▪ No visible organized support or promotion of local business. ▪ Existing small business incubator is stagnant, has not yet fulfilled its mandate.
External (cannot be easily changed or influenced)	▪ Beautiful setting for industrial park. ▪ County has pretty much adjusted to the timber decline. ▪ Exact midpoint between LA and Seattle	▪ Shasta County has lost manufacturing jobs over the last decade. ▪ Stillwater will be competition (City of Redding) ▪ Aging population ▪ Seasonal job base

[22] Funded by CDBG EEF funds. Program needs to be implemented.

TABLE 43
Assets and Liabilities of Shasta Lake for Freeway Commercial Development

	Asset (Sell As An Advantage)	Liability (Needs Improvement)
Internal (can be changed or influenced relatively quickly)	▪ Redevelopment ▪ Good freeway frontage for development and redevelopment, good interchanges ▪ Can parlay some retail as extension of Oasis ▪ Potential to revive antique row, update existing retail (boat, RV, car dealer, etc.), add traveler services (gas, lodging, food, entertainment). ▪ At least one Hotel site available for immediate development. ▪ Available sites vacant and ready to build. ▪ Potential to capture much more traveler spending.	▪ Some sites hard to build – topography, infrastructure ▪ Some sites are blighted ▪ Very limited resources for city to invest. ▪ Potential to capture significantly more travelers. ▪ No visible organized support or promotion of local business.
External (cannot be easily changed or influenced)	▪ Closest City to Lake Shasta and all its recreational opportunities. ▪ On the road to the Dam (limited potential) ▪ Excellent freeway with significant traffic that will stop if convenient.	▪ Oasis to be developed as regional mall by Redding, 1 mile south ▪ Plenty of retail at 299, Hilltop, Cypress, etc. just 5-7 miles away.

TABLE 44
Assets and Liabilities of Shasta Lake for Downtown Revitalization

	Asset (Sell As An Advantage)	Liability (Needs Improvement)
Internal (can be changed or influenced relatively quickly)	▪ Redevelopment. ▪ Existing CBD Concept plan is completed. ▪ Customer draw is local, plus vacationers. ▪ Potential to capture more local customers. ▪ A core of dedicated owner operators, especially in key businesses. Awareness of customer base and potential is high. ▪ Local history of aggressive grant use. ▪ Shasta Dam Gateway is good rallying theme, albeit with limited commercial potential.	▪ CBD concept plan needs implementing ▪ Geography of Shasta Dam Blvd is a constraint to concentrated redevelopment. ▪ Parking is restricted at key businesses, should be expanded. ▪ Crime, low-income perception keeps some shoppers away. Counteract through marketing and physical upgrade. ▪ Business assistance to downtown merchants is available, but limited. Improved coordination is needed. ▪ No visible organized support or promotion of local business. ▪ Masses of overhead wiring that should be undergrounded.
External (cannot be easily changed or influenced)	▪ Easy on and off Highway for shopping – as easy as Hilltop and Cypress – no congestion, less convoluted exit. ▪ Some potential for more retail capture because of growth.	

IDEAS GENERATED FROM THE ECONOMIC BASE, RETAIL AND SWOT ANALYSES

The following ideas and recommendations follow directly from the SWOT analysis, creating action items to improve existing unsatisfactory conditions, and contributing to the vision and economic initiatives in the next chapters.

FREEWAY COMMERCIAL

- Clean up blighted parcels that make a poor impression.
- Actively develop new freeway commercial. Retail is rapidly developing in Redding just south of city limits, Shasta Lake needs to compete and capture as much retail as possible.
- Actively redevelop freeway commercial ahead of and as an extension of Oasis. Upgrade and beautify the area in accordance with modern trends in freeway commercial development.
- The north end of the city (Mountain Gate and Wonderland) is ideal for commercial development because it is flat, and is opposite the NPS Visitors Center. Infrastructure to the site is problematic, but can link to Shasta Dam Blvd via frontage along Wonderland. Environmental and drainage concerns should be addressed;
- Recruit and help build a hotel/motel to as many interchanges possible (e.g. Shasta Dam Blvd, Mountain Gate). Collect TOT tax.

DOWNTOWN

- Clean up blighted parcels that make a poor impression.
- Downtown potential is primarily local serving, with some Dam Blvd. traffic. Additional local and traveler leakage can be captured.
- Make the City Center Concept Plan a reality, including realignment, streetscape, curbs, gutter, landscaping. underground power lines, renovate blight, construct new gateway at Cascade, etc.
- Keep -- at all cost -- existing merchants and services downtown, especially key merchants and services (e.g. City Hall, post office, grocery, library, hardware, bank(s),

High School, other schools, community center, hospital/health care);

- Restaurants and other civic amenities are good to recruit and promote. Chains should stay along the freeway. New Destination restaurant in town if possible to build a reputation.
- Organize a downtown association under the Main Street principles.
- Investigate a BID or PBID

INDUSTRIAL

- Excellent industrial park – most attractive in Shasta County --- for now. City's industrial park is almost full, with 2 parcels available.
- Expand park and build infrastructure. Pre-approve uses, even before the roads are built. Plan for smaller users.
- Competition --- Redding is building the new Stillwater project by airport for larger projects and for technology. Smaller supplier firms would be interested in Shasta Lake.
- Utilize wastewater for reclamation – create a golf course? There is enough acreage for a small or executive course.

ORGANIZATION

- Use Redevelopment, which is now in the black and can **invest** in deserving private projects that will create increased property taxes, eliminate existing blight, increase sales tax income, and create new jobs. There is perhaps $200,000 per year now available for projects and/or debt service for bonds.
- Update the existing Redevelopment Plan and project list, the original plan was created by the County before incorporation.
- City has limited resources and staff. Prioritization and living within the city's means is a must.
- Continued heavy access of grants and loans.
- Volunteerism and grass roots project organizing is greatly needed.
- Full support of revived Chamber and its activities.
- Bring in management to re-energize the incubator, or abandon the unsuccessful program.

6 VISION AND INITIATIVES

This chapter is designed to be pulled out and used separately as an ongoing, easily retrieved document that can be kept handy and used as a checklist by staff and other stakeholders.

SHASTA LAKE'S ECONOMIC VISION AND INITIATIVES

The City of Shasta Lake experienced limited growth pressures during the latter half of the last century, tracking along with the entire Redding region. Now, with the economy expanding again, Shasta Lake is experiencing new growth pressures, and has new economic development opportunities. The City's most important challenge is stopping the leakage of jobs and sales to Redding by developing its own complement of retail, commercial, and industrial business. Doing so will serve the City's residents, capture sales from travelers on I-5, and provide jobs for its citizens. More business would be fiscally healthy for the City, which could then provide more services to residents. Several new businesses could be recruited without straining existing capacities or filling too much land, especially if those businesses were located in already urbanized industrial and commercial areas.

The following vision, objective and initiatives have been developed over several months of analysis, observations, and interviews, and with the involvement of City staff and an ad-hoc economic advisory committee. These initiatives can be accomplished over time with the limited staff and dollar resources now available.

Neither the City staff nor the Council have yet adopted or approved these initiatives, and they, therefore, remain the recommendations of ADE until (and unless) that occurs:

There are too many initiatives here to complete immediately. The City needs to start small and complete the initiatives in sequence. However, starting small does not mean it cannot eventually develop a world-class presence.

THE VISION:

Shasta Lake is the closest community to Lake Shasta and its myriad recreational opportunities. As such, the City has the potential to become a *prominent service center* for tourists and for the businesses that serve tourists, even as it offers its residents an ever wider range of local choices. By concentrating on *developing an optimal mix of retail, commercial, and employment opportunities*, the City can truly become

GATEWAY TO THE SHASTA CASCADES*

This or any number of potential themes can be created and promoted, in cooperation with the Chamber and other organizations.

* This is one of many potential marketing themes the City can create and promote for various purposes. Others include "Gateway to Lake Shasta", Gateway to Recreation", "Gateway to Success"

THE PRIME ECONOMIC OBJECTIVE:

The prime economic objective for any community is to bring new dollars into the community from outside to increase local wealth, bolster city finances, and support improvements to infrastructure and to quality of life. Shasta Lake's recommended Prime Objective is an adaptation of that.

Capture wealth that is now leaking to other communities, and/or is bypassing the City.

In the City of Shasta Lake, this can be accomplished by:

1. New commercial development along Interstate 5 – to capture tourists and travelers;
2. Beautifying and modernizing Shasta Dam Boulevard – to improve local and tourist business;
3. Assisting local businesses improve and expand their existing business.
4. Recruit new industry and jobs to the industrial park, including expanding the park.

Target customer bases include:

- Existing residents who are shopping and working in Redding.
- Tourists using Shasta Lake and I-5.
- Local and area businesses and their employees,
- New residents, including retirees
- Government employees and services.

Lead Entity: The City of Shasta Lake, with the full support of its many economic partners.

ADE recommends that the City strengthen its leadership role by formalizing an economic task force, and using that task force to coordinate all economic activity in the City. In this way the City, the Chamber and others will have a stronger, more visible presence. Some beneficial outcomes will include actively supporting and promoting the furtherance of these initiatives, better day-to-day cooperation among stakeholders, stronger support for funding and staffing of programs and projects, and more efficient logistics such as regular meeting places and leveraging of marketing funds.

Timing: The Task Force should be formed immediately.

INITIATIVE #1

DEVELOP SHASTA DAM BOULEVARD OFF- RAMP AS CITY GATEWAY

This initiative will bring the most dramatic benefits for the least investment.

The Shasta Dam Boulevard exit has the immediate potential to be developed into hotel, fast-food, family restaurant, and other commercial space.

As drivers descend into town while exiting on Shasta Dam Boulevard, they see gas, fast food, and other limited commercial choices. They also sees some homes; vacant land needing grading, disking and/or weeding; and buildings in need of maintenance. The small core of existing development would benefit from redevelopment and intensification of land uses. Steps to that goal include:

- Clean up and repair as needed to create and maintain an attractive visual gateway.
- Finalize and clarify design guidelines to provide developers more certainty and bring consistency.
- Find and work with a willing developer who can build a hotel and attendant commercial space, including a family restaurant.
- Build the planned Shasta Dam Gateway sign and waterfall;
- Ensure attractive directional signage is posted on the freeway to the food, lodging and gas opportunities.
- Assist any other businesses that seek to develop in the area.
- Involve the powers of Redevelopment to the extent practicable (using investment return standards) to accomplish the above;
- Liberally apply for appropriate grants and loans and amass other resources to accomplish the goal.

Timing: First priority. Be proactive. Success here will mean attracting visitors to the City's other establishments.

INITIATIVE #2

SHASTA DAM BOULEVARD BEAUTIFICATION AND UPGRADES

The length of Shasta Dam Boulevard from Washington to the bridge has a mix of attractive buildings and businesses, less well-maintained buildings and businesses, vacant land, and utility and roadway visual blight.

The current plans, budgets and funding beautification and upgrades should be implemented as soon as possible. These should include undergrounding of utility lines, roadway surfacing, curb and gutter, and other selected these.

Concurrently, the City should

- Concentrate on the key locations and businesses initially, including improving the most unsightly properties first;
- Involve the powers of Redevelopment to the extent practicable (using investment return standards) to accomplish the above;
- Liberally apply for appropriate grants and loans and amass other resources to accomplish the goal;
- Survey existing firms in the area to identify their specific needs, and move to help provide those needs whenever possible;
- Establish and market the proposed façade improvement loan program and other existing loan programs;
- Promote small business assistance, including technical and marketing assistance;
- Establish periodic cleanup days and other team activities for maintenance and improvements;
- Investigate creating a downtown association based on the Main Street Principles;
- Consider establishing some form of self-assessment (PBID or BID) to help with ongoing expenses;
- Maintain and improve the downtown park, including public restrooms, so it is optimally attractive to visitors.
- Study parking needs and locations, and make needed improvements.

Timing: Complete the first improvements by early 2004

INITIATIVE #3

TOURISM MARKETING AND PROMOTION

To make its vision known to the outside world, the City of Shasta Lake can:

- Prepare and distribute a set of marketing materials tailored to attract visitors,
- Stress local unique events in marketing campaigns;
- Work with private operators to create unique new experiences (safaris, wild flower tours, a sunset dinner cruise, etc);
- Work closely with the Visitors Center, including offering volunteer staff support,
- Contribute and work with the Visitors Bureau;
- Institute a permanent promotion plan, including:
  - Establishing a theme such as "Gateway to Lake Shasta"(or something that says if you want a theme park, go there. If you want uncontrived scenic splendor and an unforgettable outdoor experience, we're where you want to be);
  - Identify any and all venues, services, and opportunities for travelers—including related necessary services such as gas stations, restaurants, markets, shopping;
- Create and keep an updated inventory of all destination tourist facilities, trails, history and living history opportunities, etc;
- Publish a city tourist map, adding new attractions to round out the complete entertainment mix (restaurants, motels/hotels, museum, Dam, public restrooms, etc.); add more sponsoring organizations; also, publish on the web;
- Inventory all meeting halls and conference rooms/facilities, identify target events, compare existing facilities against the needs of the event, and offer the City as a venue as appropriate. *Bass fishing command post?*
- Market the area's strengths to target visitor markets:
  - Outdoor lovers (campers, climbers, boaters, fishers, hikers, bicyclists, etc.);
  - Organized groups seeking outdoor venues for their periodic and occasional events.
  - Families

These travelers are a definable target market segment, and can be targeted through mailings, publications, web sites, etc. Therefore, *Web advertising is increasingly important.*

Timing: Begin the promotion campaign in early spring 2004, in time for the season.

INITIATIVE #4

NEW COMMERCIAL CENTER ON PINE GROVE

Shasta Lake's residential development is occurring in the southeastern corner of the City, generally between Oasis and Pine Grove. These new residents typically commute to jobs in Redding, and shop there. There is little incentive for them to shop on Shasta Dam Blvd. This leakage can only be mitigated by establishing a neighborhood/community level shopping center. There is perhaps enough local market for one small supermarket to anchor that center. There is also potential for the location to develop into a general office employment center. There is little likelihood for a high technology focus.

To accomplish this initiative, the City should

- Rezone the land from IL to C
- With the owner's permission and cooperation, advertise for a turnkey developer.
- Complete infrastructure to the site, probably in cooperation with the site developer.
- Link the downtown to Pine Grove so local residents are more likely to shop downtown instead of Redding.

Timing: Over the next several years.

INITIATIVE #5

INDUSTRIAL ATTRACTION AND PARK EXPANSION

A continued business attraction program targeted to the City's Gateway industrial park is indicated. The program should be fully coordinated with Shasta EDC. Until Stillwater is built at the Redding Airport, the City has the most attractive industrial product in the Shasta Valley. The Park is currently filling, with only seven remaining sites. Expansion is also indicated, before Stillwater can be built, if possible.

To accomplish this, the City should

- Attract new industry to the park;
- Seek infrastructure funding for the expansion, including CDBG and other infrastructure programs;
- Create an industrial map of the Gateway Industrial areas as a marketing tool;
- Even though industrial recruitment is very slow due to the economy, actively participate in all available industrial marketing activities if needed to augment existing materials;
- Continue participating in Shasta EDC activities and programs;
- Abandon the Incubator project;
- Create a basic industrial marketing piece, on a desktop publisher if need be, to augment existing materials;
- Look for smaller companies that are owner operated with 5-50 employees and 5,000 - 50,000 square feet of industrial space;
- Search for the suppliers to these businesses, including commodity suppliers, parts suppliers, maintenance and repair, etc.

Timing: Ongoing recruitment, Park expansion as soon as practicable.

INITIATIVE #6

REDEVELOP EXISTING HIGHWAY COMMERCIAL, EXPAND WHERE PRACTICABLE

Gasoline, antiques, groceries, boat repair, miniature golf, and watercraft sales are found along the freeway within the city limits. Some of the establishments are relics of 20 years ago, others are new and shiny. The redevelopment agency should focus on this area and provide assistance for cleanup, façade improvement, street improvements, and improved signage. Otherwise, this area will lose more market share to other newer frontages in Redding.

To accomplish this, the City should

- Develop plans, budgets and funding for beautification and upgrades;
- Concentrate on the key locations and businesses initially, including improving the most unsightly properties first;
- Involve the powers of Redevelopment to the extent practicable (using investment return standards) to accomplish the above;
- Liberally apply for appropriate grants and loans and amass other resources to accomplish the goal;
- Survey existing firms in the area to identify their specific needs, and move to help provide those needs whenever possible
- Establish and market the façade improvement loan program and other existing loan programs;
- Promote small business assistance, including technical and marketing assistance;
- Establish cleanup days and other team activities for maintenance and improvements;
- Investigate creating a marketing association in the area, perhaps a Chamber committee.
- Designate public restrooms and refreshment opportunities so visitors are encouraged to stop.

Timing: Start as soon as practicable, but after Shasta Dam Gateway and Old Oregon Trail.

INITIATIVE #7

DEVELOP MOUNTAIN GATES/OLD OREGON TRAIL INTERCHANGE

The City's northern interchange is an excellent candidate for highway commercial development, including potentially a hotel, campground, gas station, shopping, and/or recreation venue.

To accomplish this, the City should

- Market the site to potential developers who would bring those uses, and work closely with the property owner/s;
- Rezone from Mixed Use to Commercial Extend Wonderland South to Shasta Dam Blvd;
- Extend Wonderland South to Shasta Dam Blvd;
- Extend infrastructure to the interchange.

Timing: Ongoing. Infrastructure extensions can be planned ahead and be ready to go as the first development occurs.

7 PERFORMANCE MEASURES AND EVALUATION

As the above initiatives are implemented, certain improvements in demographic and economic indicators should occur. In particular, the following indicators should be tracked annually by city staff:

? Job growth by type – Use the Dun and Bradstreet® database to check changes within the Zip Code. See Appendix F;

? Job growth as a percentage of housing (jobs-housing balance) Use the Dun and Bradstreet® database to compare against total housing units. See Appendix F and Table 26;

? Sales tax receipts. Monitor annually using information already collected. See Table 27;

? TOT tax receipts. Monitor annually from tax receipts;

? Property tax receipts by location and type (industrial, downtown, highway, residential). Monitor from tax receipts;

? Commercial permits for new construction. Obtain from Planning Department;

? Commercial permits for modifications – including facades. Obtain from Planning Department;

? Key in-fill projects completed. Obtain from Planning Department;

? Visits to the Chamber of Commerce Visitor center. Obtain from the Chamber;

? Visitor spending (in the retail categories outlined in Chapter 4). Calculate from Table 35 and compare to retail spending changes in those categories;

Changes over time will indicate successful or unsuccessful efforts, and will indicate where more resources should be applied.

APPENDIX A

ECONOMIC BASE ANALYSIS METHODOLOGY

To identify growing and declining industries the *local concentration* (location quotient) of industry sectors, and the *employment growth* of those industry sectors are compared to the state. These calculations show how the local industry sectors are strong or weak and how they are changing compared to the state industry structure. The calculations can help to identify local industry clusters to recruit and retain. The number of employees in each industry sector is a good indicator of the activity of the industry as a whole. ADE calculated the local concentration and employment growth of industry sectors in Shasta County using the employment by 2 & 3-digit SIC (standard industrial classification) codes for 1991 and 2000.[23]

The local concentration helps to define the *economic base* of the area. A local concentration greater than 1.00 indicates that the region may export that industry sector's product or service; if less than 1.00, then the region imports that industry sector's product or service.

Calculating the local concentration is not an exact science. Because of differences in productivity of firms, regional labor needs and consumption patterns, and quality and nature of the products produced, the local concentration may not show the actual export employment of the local industry. Generally, if the local concentration is between 1.25 and 0.80, it cannot be said for certain that the area is a net exporter or importer. By definition, local concentrations more than 1.00 indicate that the region is exporting; in reality the region may be a net exporter or importer.

The *relative growth* (called differential shift, or the local portion of the shift-share) of industry sectors compares the changes

[23] Employment figures with this detail are available only from state unemployment insurance files, which do not include farm employees, government employees, nonprofit businesses, and the self employed, some domestic service in private homes, children under 18 employed by a parent, persons employed by a son, daughter, or spouse, others. Individuals who hold more than one job may be counted more than once.

of the local economy to those of the state economy. As industries become more important in the state—employing more people—those same industries may or may not be adding jobs in Shasta County. The local growth potential of industry sectors is shown better by the differential shift than by whether the local employment is growing in absolute terms. The differential shift can help show where comparative advantage is increasing. This calculation adds nuance to the categories.

APPENDIX B
Selected National Retailers, Typical Sales Per Store, Square Footage And Average Sales Per Square Foot

COMPANY	SALES PER STORE	TYPICAL SQUARE FOOTAGE	SALES PER SQFT
Ace Hardware Store	$3,799,240		
Albertsons	$14,617,834	48,900	$299
Applebees		5,000	
Barnes and Noble	$1,427,306	30,000	$48
Bed Bath & Beyond	$7,393,843	37,182	$199
Best Buy	$39,000,000	42,000	$929
BJ Restaurant & Brewery		7,000 - 12,000	
Breuners Furniture	$10,000,000		
Burger King	$1,000,000	4,000	$250
Circuit City	$14,049,031	30,000	$468
Costco	$93,526,085	130,000	$719
Dept. Stores	$52,142,857	100,000	$521
Dress Barn	$965,289		
Ethan Allen	$10,761,905		
GAP	$2,262,837	5,744	$394
Good Guys	$10,894,000	20,439	$533
Heilig Meyer	$20,568,627	20,000	
Home Depot	$52,841,476	115,000	$459
Kmart	$17,577,197	100,000	$236
Levitz Furniture	$8,916,667	46,000	
Long's Drug Store	$9,302,326		
McDonald's	$1,550,000	4,000	$388
Men's Wearhouse	$1,079,555	5,000	$216
Mervyns	$15,295,455	75,000	$204
Office Depot	$7,349,003	30,000	$245
Old Navy	$6,463,878	20,279	$319
Orchard Supply Hardware	$11,730,000	40,000	$293
Payless Shoe Source	$587,027	2,500 - 5,000	$196
Radio Shack	$666,023	2,300	$290
Rite Aid	$3,508,403		
Ross Dress For Less	$6,624,227	30,000	$221
Safeway	$18,943,661	55,000	$344

COMPANY	SALES PER STORE	TYPICAL SQUARE FOOTAGE	SALES PER SQFT
Saks Fifth Ave		109,000	
SAM's	$56,416,842	120,000	$470
Staples	$8,166,794	24,000	$340
Target	$30,947,768	115,000	$269
Toy's 'R' Us	$7,699,677	46,000	$167
True Value Hardware	$1,750,000		
Walgreen's	$7,069,967		
WALMart	$46,451,601	120,000	$387
Williams-Sonoma + Pottery Barn	$3,147,591	4,848	$649

Source: Selected annual reports, data compiled by ADE.

APPENDIX C
TOURISM ASSESSMENT SOURCES

NATURAL / RECREATION

RAFTING
(OUTSIDE OF SHASTA LAKE)

Rivers

Upper Sacramento River
Trinity River
Scott River
Salmon River
Upper Klamath River
Klamath River

Rafting Recreational Providers

Riverdancers
www.riverdancers.com/

Turtleriver
www.turtleriver.com/

Living Waters Recreation
www.livingwatersrec.com/

MOUNTAIN BIKING

Shasta Lake
Mountain Biking Trails

Intermediate

Clikapudi
www.geocities.com/mtbikewhiskeytown/pages/clik.htm

Bailey Cove
www.geocities.com/mtbikewhiskeytown/pages/blycv.htm

Waters Gulch
www.geocities.com/mtbikewhiskeytown/pages/watersg.htm

McCloud River Falls
www.geocities.com/mtbikewhiskeytown/pages/mccl.htm

Advanced

Dry Creek
www.geocities.com/mtbikewhiskeytown/pages/drycrk.htm

SHASTA LAKE AREA RESOURCES

HIKING TRAILS

Clikapudi
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/pit-squaw/t-clikaputi.shtml

Bailey Cove
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-bailey-cove.shtml

Dry Fork Trail
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/sacramento/t-dry-fork.shtml

Fisherman's Pt
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/sacramento/t-fishermans.shtml

Green Creek
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-greens-creek.shtml

Hirz Bay
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-hirz-bay.shtml

Water's Gulch
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-waters-gulch.shtml

Overlook
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-overlook.shtml

Fish Lake
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-fish-loop.shtml

Eastside
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-eastside.shtml

Samwel Cave
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/t-samwel.shtml

Sugarloaf
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/sacramento/t-sugarloaf.shtml

WATER SKIING/WATER SPORTS

Lake Shasta

www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/index.shtml

Water skiing/water sport rental equipment and service providers

Ensane
www.ensanewakeboarding.com/location.html

Antlers Resort and Marina 9
www.shastalakevacations.com/shasta.htm

Waterways
sevencrown.com/waterways/shasta.html

SHASTA LAKE HOUSEBOATS
www.shastalakehouseboats.com

SHASTA LAKE AREA RESOURCES

SIGHTSEEING

LAKE SHASTA
(www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/index.shtml)

SHASTA DAM AND POWER PLANT
www.usbr.gov/power/data/sites/shasta/shasta.htm

MOUNT SHASTA
www.mtshasta.com/index.html

BURNEY FALLS
www.burneyfalls.com/

LASSEN VOLCANIC PARK
www.nps.gov/lavo/home.htm

WILDLIFE: BIRD WATCHING

SHASTA-TRINITY NATIONAL FOREST (BALDEAGLE)
www.fs.fed.us/r5/shastatrinity/documents/st-main/maps/forest-rogs/eagles.shtml

SHASTA LAKE (OTHER BIRDS)
www.shastalake.com/images/birds/bird1.gif

LEWISTON LAKE (OTHER BIRDS)
www.shastalake.com/images/birds/bird1.gif

MCCLOUD FLATS (OTHER BIRDS)
www.shastalake.com/images/birds/bird1.gif

REDDING AREA (OTHER BIRDS)
www.wintuaudubon.org/places_to_bird.htm

CAMPING AND RV

Shasta Lake Camping Sites
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/camping.shtml)

Developed Campgrounds
Antlers
Bailey Cove
Ellery Creek
Gregory Creek
Hirz Bay
Jones Valley,Lower
Jones Valley, Upper
Lakeshore East
McCloud Bridge
Moore Creek
Nelson Point
Pine Point
Shasta

Developed Campgrounds (remotely located)
Deadlun
Madrone

Shoreline Camping
Beehive
Gregory Beach
Jones Valley Inlet
Lower SaltCreek
Mariners Point

Boat Access Campgrounds
Arbuckle Flat
Gooseneck Cove
Greens Creek
Ski Island

Group Campgrounds
Dekkas Rock
Hirz Bay #1
Hirz Bay #2
Moore Creek
Nelson Point

SHASTA LAKE AREA RESOURCES

Boat Ramps

Public Boat Ramps

Antlers Ramp
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/sacramento/r-antlers.shtml

Sugar Loaf
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/sacramento/r-sugarloaf.shtml

Hirz Bay
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/r-hirz-bay.shtml

Bailey Cove
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/r-bailey-cove.shtml

Jones Valley
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/pit-squaw/r-jones-valley.shtml

Commercial Ramps www.shastalake.com/ramps/index.html

Antlers Resort
Bridge Bay Resort
Digger Bay Marina
Holiday Harbor
Lakeview Marina Resort
Shasta Marina
Silverthorn Resort

FISHING

Fishing spots

Shasta Lake: Sacramento Arm

Shasta lake: McCloud Arm

Shasta Lake: Pit and Squaw Creek Arm

Fishing Service Providers, including Fishing Reports

River Pirate
www.riverpirate.com/shasta.asp

Bass Bar and Grill
www.bassholebarandgrill.com/report.html

Shasta Tackle Company
www.shastatackle.com/

Hart's Fly Fishing
users.snowcrest.net/ronhart/

Shasta Lake.Com
www.shastalake.com/fishing/index.html

SHASTA LAKE AREA RESOURCES

SOCIAL ATTRACTIONS

HISTORICAL PROMINENCE

Samwel Cave
www.fs.fed.us/r5/shastatrinity/recreation/nra/shasta/mccloud/p-samwel-cave.shtml

Lake Shasta Caverns
www.lakeshastacaverns.com/lsc1001.htm

Shasta Power Plant
www.usbr.gov/power/data/sites/shasta/shasta.htm

Potem Falls

Old Town

Railroad and depot

RECREATIONAL AND SHOPPING FACILITIES

Sporting Equipment
(www.shastalake.org/)

Antlers Resort & Marina
(800) 238-3924

Bridge Bay Resort
(800) 752-9669

Holiday Harbor
(800) 776-2628

John Steiner's Ski Center
(530) 275-6744

Jones Valley Resort
(800) 223-7950

Lakehead Sport & Marine
(530) 238-2504

Phil's Propeller Service
(800) 462-3917

Sugarloaf Resort
(800) 223-7950

Shasta Tackle & Sportfishing
(530) 275-2278

GROCERIES

Farmers' Market
www.farmers-marketplace.com/)

Antlers Shell & Food Mart
(530) 238-2331

Jack's Market
(530) 238-2230

MOVIE THEATERS (REDDING, CA)

Movies 10

Movies 8

Riverfront Playhouse

SHASTA LAKE AREA RESOURCES

Arts and Antiques (Shasta Lake, CA)

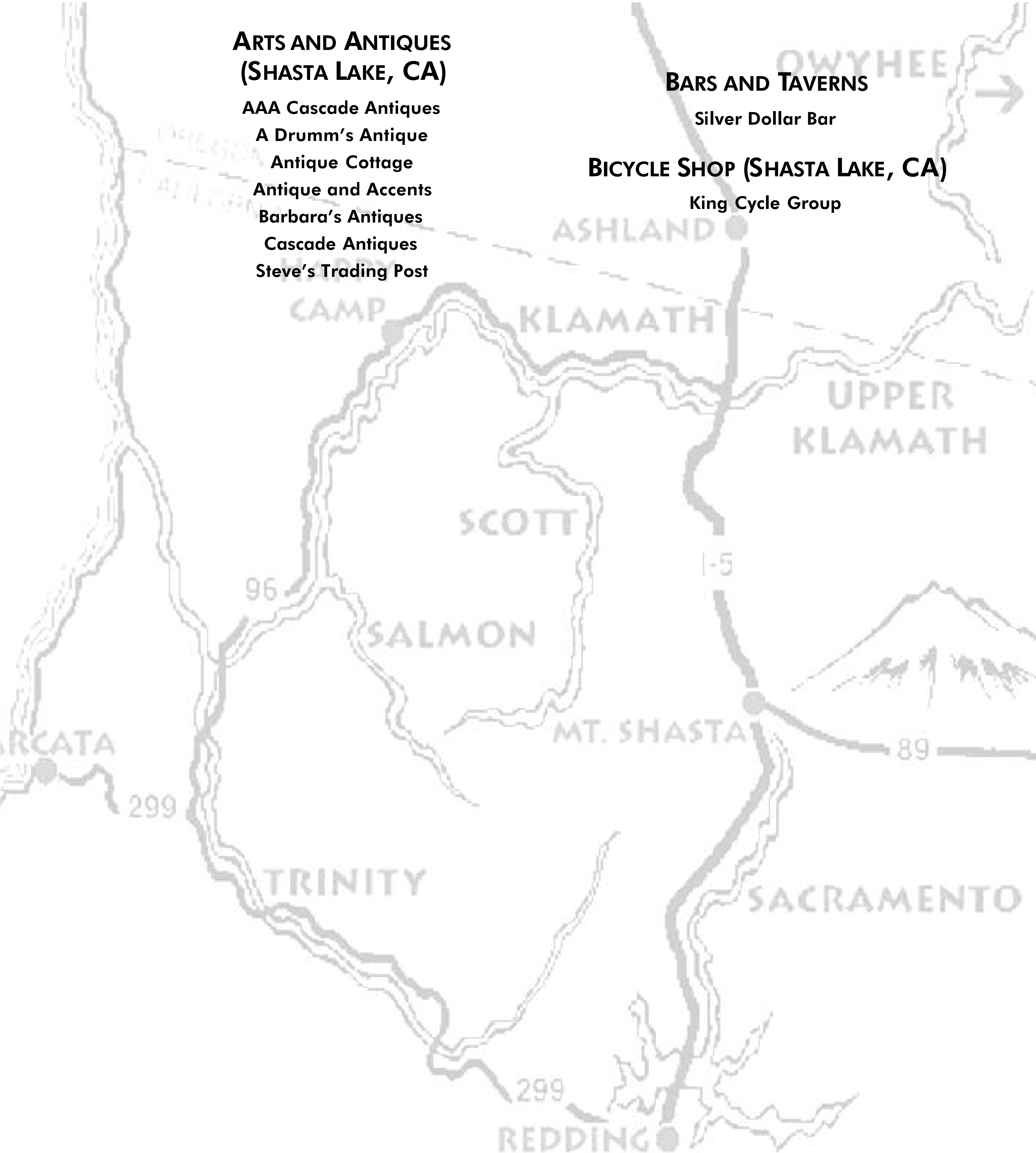
AAA Cascade Antiques
A Drumm's Antique
Antique Cottage
Antique and Accents
Barbara's Antiques
Cascade Antiques
Steve's Trading Post

Bars and Taverns

Silver Dollar Bar

Bicycle Shop (Shasta Lake, CA)

King Cycle Group



INFRASTRUCTURE AND FOOD AND SHELTER

LODGINGS AND BED AND BREAKFASTS (SHASTA LAKES, CA)

Lake Shasta's True Bed and Breakfast

O'Brien Mountain Inn
www.obrienmtn.com/

Shasta lake Motel
www.shastalakemotel.com/)

Lake Shore Inn and Camping
www.shastacamping.com/)

BridgeBay Resort
www.sevencrown.com/waterways/shasta.html)

Fawndale Lodge and RV Park

DINING, INCLUDING FAST FOODS (SHASTA LAKES, CA)

Best Choice Take N bake Pizza
Burger King
Giant Orange café
Latino Restaurant
McDonald's
Hok Hamburg Catering
Pizza Factory
Pollard Flat USA
RC's BBQ and Steakhouse
Taco den
Taste of Thailand

GAS STATIONS

Cascade Texaco
Chevron Stations
Shasta Lake Chevron & Food Mart
Interstate 5
State Route 299

APPENDIX D

DEMOGRAPHIC INFORMATION FROM VARIOUS SOURCES

Welcome to California HOLLYWOOD

EDD Employment Development Department State of California

Employment Development Department

Search

My CA EDD LMI

Labor Market Information

Shasta County, California

The files listed below are for Shasta County, California, which is also known as the **Redding Metropolitan Statistical Area (PMSA)**.

Questions about these data and the local area economy may be addressed to the local labor market consultant.

Not listed here are the files which contain data for all counties when those data are also available in the individual county files. Unless otherwise noted, the files below are in a text format.

Data are also available for the State of California and the United States.

County Snapshot

- A brief summary of geographic, demographic, labor force, industry and occupational conditions within Shasta County. Requires Adobe Acrobat Reader to view. If you do not already have a copy of the Acrobat Reader software, you can download a free copy for your computer from Adobe.

Major Employers by County

Monthly Labor Force Data

- Methods for Labor Force Estimates
- Shasta County Current Month Labor Force Data - Civilian Labor Force, Employment, Unemployment, Unemployment Rate
- Current Month Labor Force Data for Subareas (Cities & Places) in Shasta County

Historical Labor Force Data

- Methods for Labor Force Estimates
- Shasta County Historical Monthly Labor Force Data, 1983-1989 | 1990-current
- Sub-County Areas Historical Labor Force Data, Annual Averages, 1990-current (Note: Each file contains data for all California counties and their selected subareas.)

Occupational Projections

- Methods and Economic Assumptions for Occupational Projections
- Shasta County Occupations with Greatest Growth 1999-2006, data table
- Shasta County Occupational Openings/Declines 1999-2006, data table
- Shasta County Occupational Projections, 1999-2006 View HTML | Excel

Occupational Outlook Reports (county-specific products of the California Cooperative Occupational Information

System)

Occupational Wages

Current Industry Employment

- Employment by Industry Method
- Shasta County Current Month Industry Employment

Industry Employment Projections

- Methods and Economic Assumptions for Industry Projections
- Shasta County Industry Employment Projections Table, 1999-2006

Historical Industry Trends

- Employment by Industry Method
- Shasta County Annual Average Industry Employment (Excel), 1990-2002
- Shasta County Monthly Historical Industry Employment (Excel), 1990-2000 | 2001-present

- Covered Employment and Wages (ES202)

Size of Business

- Definitions of Terms and Source Notes for the Size of Business Data

2001:

- Payroll and Number of Businesses by Size Category - Classified by County, 3rd Qtr, 2001 (Table 3A)
- Number of Employees by Size Category - Classified by County, 3rd Qtr, 2001 (Table 3B)
  2000:
- Payroll and Number of Businesses by Size Category - Classified by County, 3rd Qtr, 2000 (Table 3A)
- Number of Employees by Size Category - Classified by County, 3rd Qtr, 2000 (Table 3B)
  1999:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1999 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1999 (Table 3A)
- UI Employment by Size of Firm by County, 3rd Qtr, 1999 (Table 3B)
  1998:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1998 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1998 (Table 3A)
- UI Employment by Size of Firm by County, 3rd Qtr, 1998 (Table 3B)
  1997:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1997 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1997 (Table 3A)
- UI Employment by Size of Firm by County, 3rd Qtr, 1997 (Table 3B)
  1996:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1996 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1996 (Table 3A)
- UI Employment by Size of Firm by County, 3rd Qtr, 1996 (Table 3B)
  1995:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1995 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1995 (Table 3A)

- UI Employment by Size of Firm by County, 3rd Qtr, 1995 (Table 3B)
  1994:
- Redding MSA Reporting Units by Size of Firm by Industry, 3rd Qtr, 1994 (Table 4)
- Reporting Units by Size of Firm by County, 3rd Qtr, 1994 (Table 3A)
- UI Employment by Size of Firm by County, 3rd Qtr, 1994 (Table 3B)

Measures of Income

- Income in 1989 for Places in Santa Clara to Trinity Counties
- Per Capita Personal Income by County from U.S. Bureau of Economic Analysis
- Taxable Sales for California and Counties from the California Board of Equalization

LMI Data for Affirmative Action Programs (Equal Employment Opportunity)

- Program & Data Technical Notes
- Table 1: Total Population by Race/Ethnicity and Sex (Excel)
- Tables 2A-C:
  Table 2A: Labor Force Status of Persons 16 years and over by Race/Ethnicity (Excel)
  Table 2B: Disability Status by Sex Civilian Noninstitution Persons 16 to 64 years old (Excel)
  Table 2C: Labor Force Status of Persons 16 years and over by Weeks Worked (Excel)
- Table 3: Total Labor Force by Race/Ethnicity and Sex within Occupational Group (Excel)
- Table 4: Female Labor Force by Race/Ethnicity and Sex within Occupational Group (Excel)
- Table 5: Male Labor Force by Race/Ethnicity and Sex within Occupational Group (Excel)

Social & Economic Data Tables

- Explanation of Terms and Concepts
- Table 1: Public Assistance Recipients by Program
- Table 2: Aid to Families with Dependent Children, Characteristics of Recipients 16 Years and Older
- Table 3: Occupations With the Greatest Absolute Job Growth
- Table 4: Lower Living Income Levels and Poverty Guidelines
- Table 5: Characteristics of Economically Disadvantaged Persons 14 to 72 Years of Age
- Table 6: Profile of General Demographic Characteristics, 2000

Agriculture

The California Agricultural Bulletin is produced monthly for California and six regions in the state. Shasta County is in the Sacramento Valley Region.

Population and 2000 Census Data from the California Department of Finance, Demographic Research Unit

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County Snapshot

County Snapshots are published by the Labor Market Information Division (LMID) of the California Employment Development Department (EDD). The *County Snapshots* provide a labor force profile of California counties and highlight industry employment trends and growth compared to the state of California as a whole.

The Labor Market Information Division regularly collects, analyzes, and publishes information about California's labor market, which consists of approximately 17 million workers and over 1 million employers. In addition to employment and unemployment data, the LMID provides economic planning information, industry and occupational information, social and demographic information, and a host of other statistics.

County Snapshots include Benchmark industry employment and labor force data. Industry employment data provide counts of the number of persons employed by industry, as classified by the Standard Industrial Classification (SIC) code. These data are based on the place of work. Labor force data assess and calculate California's civilian labor force, employment, unemployment, and unemployment rate. These data are based on the place of residence.

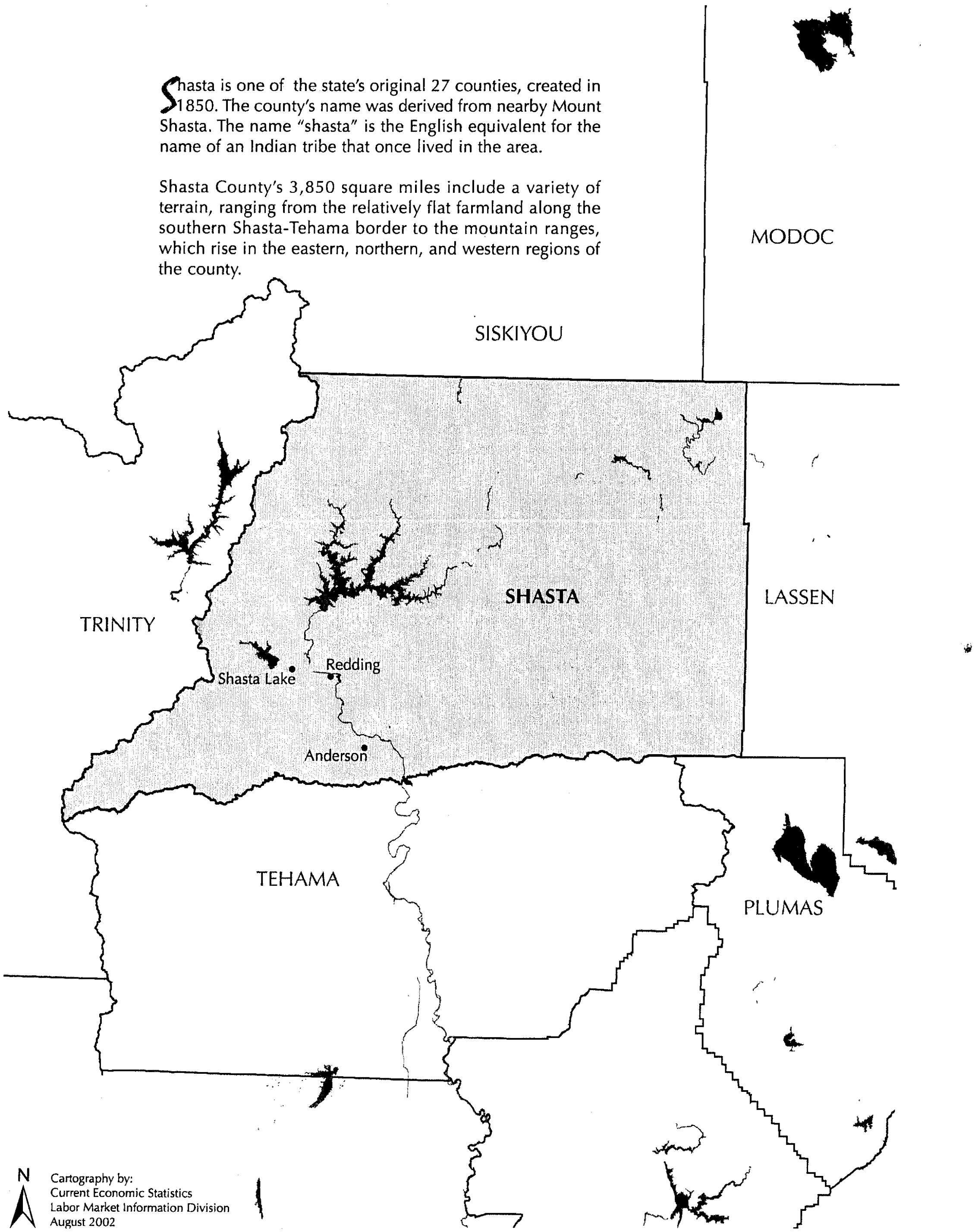
A complete explanation of these data and additional labor market information are available from EDD's Labor Market Information Division website located at www.calmis.ca.gov. Additional copies of *County Snapshots* and contact information for local labor market consultants may be obtained through LMID at (916) 262-2162.

EDD Employment Development Department
State of California

SHASTA 2002

Shasta is one of the state's original 27 counties, created in 1850. The county's name was derived from nearby Mount Shasta. The name "shasta" is the English equivalent for the name of an Indian tribe that once lived in the area.

Shasta County's 3,850 square miles include a variety of terrain, ranging from the relatively flat farmland along the southern Shasta-Tehama border to the mountain ranges, which rise in the eastern, northern, and western regions of the county.



Shasta

Located in the northern Sacramento Valley, Shasta's varied landscape provides recreational areas for camping, hiking, boating and other outdoor opportunities, while also supporting a large agricultural community. Shasta County is surrounded by Siskiyou and Modoc counties to the north, Trinity to the west, Lassen to the east, and Tehama and Plumas to the south.

2000 Census data records Shasta County's population at 163,260 persons, an increase over 1990 Census data of 16,220, or 11 percent. Redding, the largest city in the county, recorded a population of 80,865, up 21.7 percent from the 1990 Census figures. The next two largest cities in the county, Anderson and Shasta Lake, both recorded populations just over 9,000 residents each. Population projections estimate that by the year 2020, Shasta County will reach 231,000, an increase of more than 40 percent over current figures.

In addition to population growth, 2001 employment statistics show Shasta County's civilian labor force to be 76,500, an increase of 1,700 over 2000 figures. The county's 2001 unemployment rate of 6.7 percent is higher than the state's rate of 5.3 percent, but overall the unemployment rate in Shasta County has declined substantially since 1997.

Services, retail trade and government were the predominant industries for employment in 2001. Services accounted for the largest share (20,200), over 32 percent of all employment, with the largest concentration of jobs in the health services sector. Shasta County has become the main medical services center north of Sacramento, with two major medical centers, a rehabilitation hospital, and numerous specialized medical clinics and facilities. Retail trade contributed almost 21 percent (13,000) of the total, while government made up over 20 percent (12,500) of all jobs; the local government sector accounted for 9,500 of those jobs. Local government employment includes local education, city and county government, and Indian tribal government.

According to the 1999–2006 nonfarm industry projections, government, services and retail trade are expected to contribute the largest shares of growth during the seven-year period. Within services, the fastest growth is projected for business services, estimated to increase by 44 percent. Retail trade and local government components are also expected to show significant growth, with 1,400 and 1,800 new jobs projected respectively.

Historically, Shasta County was part of the northern California resources-based industry region, which relied heavily on timber and timber products industries. However, in recent years, the county has encouraged a more balanced industry mix. Economic development efforts aggressively recruit new business, bringing manufacturers, call centers, private education and major retailers to the area. Native American gaming has also been a big part of job creation in the county, including expansions in lodging and eating and drinking places.

California Labor Market

A large and diverse state comprised of 58 counties, California encompasses a number of distinct economies and labor markets. As each county economy can vary with regard to industrial structure and density of economic activity, state level labor market information helps to define which industries and economic trends are affecting California as a whole.

According to 2000 Census data, California had the largest population increase of all fifty states, increasing by 13.6 percent, or almost 4 million people, over 1990 Census data. As a result, California's 33.9 million residents make it the most populous state in the country and account for 12 percent of the nation's total population. Texas, at 20.9 million, and New York, at 19 million, rank as the second and third most populous states. Population projections estimate that by the year 2020 almost 46 million people will call California home.

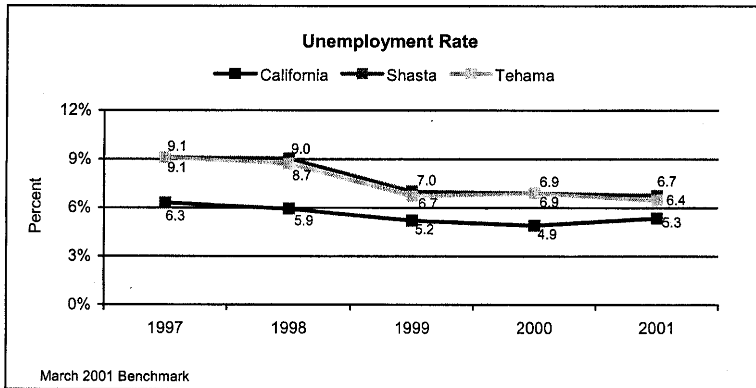
California's labor force echoes a similar growth trend. 2001 benchmark data shows the civilian labor force grew by 271,500 over the year, an increase of 1.6 percent, bringing the total labor force to over 17 million persons. The annual average unemployment rate increased by 0.4 percentage points, from 4.9 percent in 2000 to 5.3 percent in 2001.

Industry employment figures for the state in 2001 show an overall growth of 1.3 percent from 2000. All of this growth was in nonfarm industries, including significant increases in services, government, and retail trade.

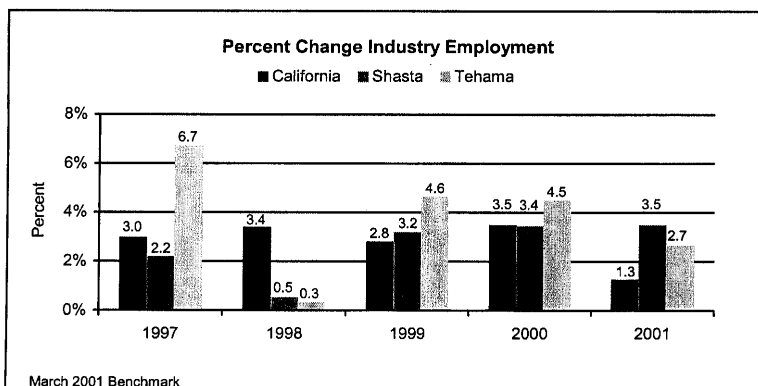
The current industry projections for the state, for the period 2000–2010, indicate that total nonfarm employment will increase by an estimated 3.2 million jobs, or 22.2 percent. A majority of the growth will occur in the services, trade and government industries. Services, the fastest growing industry, is projected to add 1.6 million jobs, an increase of almost 36 percent, with business services accruing the most growth. Projections estimate the trade industry will increase by 20 percent, while government is expected to see an 18 percent growth during the ten-year period, primarily in state and local education.

LABOR FORCE

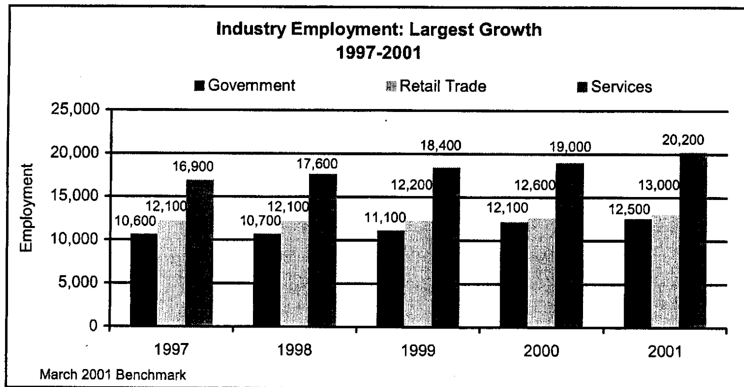
While steadily declining since 1997, unemployment rates for Shasta County have consistently exceeded the unemployment rate for California, due in part to the seasonal employment of the tourism industry. Over the period 1997–2001, the county's rate dropped a cumulative 2.4 percentage points from a high of 9.1 percent in 1997 to a low of 6.7 percent in 2001. Tehama County's rate experienced a similar pattern of decline, while the state's rate increased slightly in 2001 to 5.3 percent.



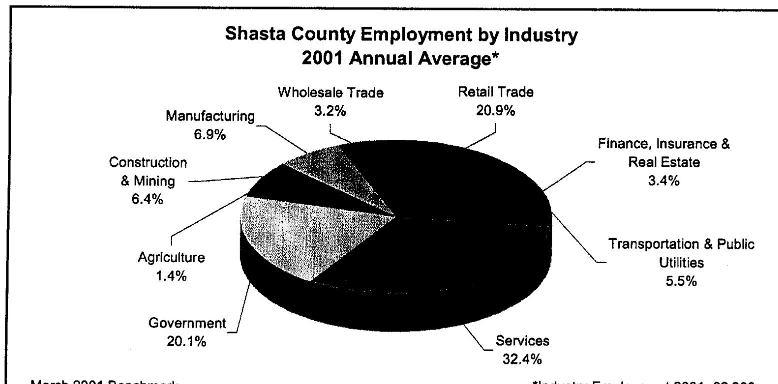
Job growth creates opportunity and is considered to be one measure of economic health. Over the years 1997 to 2001, Shasta County's wage and salary employment added 6,200 jobs, cumulative growth of 11.0 percent. In 2001, the county recorded growth of 3.5 percent, an increase of 2,100 jobs. Services contributed the largest share of the growth (1,200), with other services accounting for 700 new jobs. Other services includes employment data for personal, legal, educational and veterinary services as well as autor repair services, among others. Neighboring Tehama County recorded employment growth of 2.7 percent, surpassing the state's rate of growth (1.3 percent) for the same year.



During the period 1997–2001, Shasta County industry employment experienced significant growth (an overall 11.1 percent increase). The largest absolute growth industry during these years was services, increasing from 16,900 in 1997 to 20,200 in 2001. Government increased by 1,900, with much of the growth (1,500) in the local government sector. The third largest absolute growth industry, retail trade, grew by 900 over the period, mostly in the eating and drinking places and other retail components.



In 2001, the services, retail trade and government industries were predominant in Shasta County employment. Together these three industries accounted for 73.4 percent (45,700) of the total industry employment (62,300) in the county. Other industries gaining employment during 2001 included construction and mining, and finance, insurance and real estate. Industry projections for 1999–2006 forecast that 77.5 percent of the nonfarm job growth in Shasta County over those years will be in government, services and retail trade.



OCCUPATIONAL EMPLOYMENT*†

Occupations that have high employment and high turnover rates generally provide more job openings. The table below lists the three largest absolute-growth industries for Shasta County, based on industry projections. Within those industries, the occupations included are those likely to have the most job gains.

	SOC CODE	GOVERNMENT 1999 – 2006 Projected Growth 19.8%
Associated Occupations	33- 3051	**Police and Sheriff's Patrol Officers** – 97 job openings. Long-term on-the-job training. Maintain order, enforce laws and ordinances, and protect life and property in an assigned patrol district. Perform combination of following duties: patrol a specific area on foot or in a vehicle; direct traffic; issue traffic summonses; investigate accidents; apprehend and arrest suspects; or serve legal processes of courts. Median Hourly Wage – $25.28
	43- 9061	**Office Clerks, General** – 46 job openings. Short-term on-the-job training. Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring limited knowledge of office management systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, type or word processing, stenography, office machine operation, and filing. Median Hourly Wage – $10.28
	17- 2051	**Civil Engineers** – 39 job openings. Bachelor's Degree. Perform engineering duties in planning, designing, and overseeing construction and maintenance of building structures, and facilities, such as roads, railroads, airports, bridges, harbors, channels, dams, irrigation projects, pipelines, power plants, water and sewage systems, and waste disposal units. Median Hourly Wage – $30.30
	21- 1029 1021	**Social Workers, Except Medical Psychiatric** – 31 job openings. Bachelor's Degree. **Social Workers, All Other:** All social workers not listed separately. Examples: Case Workers; Case Supervisor; Welfare Investigator. Median Hourly Wage – Not Available **Child, Family, and School Social Workers:** Provide social services and assistance to improve the social and psychological functioning of children. May assist single parents, arrange adoptions, and find foster homes for abandoned or abused children. In, they address such problems as teenage pregnancy, misbehavior, and truancy. May also advise teachers on how to deal with problem children. Median Hourly Wage – $18.20

	SOC CODE	SERVICES‡ 1999 – 2006 Projected Growth 14.1%
Associated Occupations	41- 2021	**Counter and Rental Clerks** – 252 job openings. Short-term on-the-job training. Receive orders for repairs, rentals, and services. May describe available options, compute cost, and accept payment. Examples: Airplane-Charter Clerk; Car Rental Agent; Skate Shop Attendant. Median Hourly Wage - $7.26
	39- 3091	**Amusement and Recreation Attendants** – 236 job openings. Short-term on-the-job training. Perform any of a variety of attending duties at amusement or recreation facility. May schedule use of recreation facilities, maintain and provide equipment to participants of sporting events or recreational pursuits, or operate amusement concessions and rides. Median Hourly Wage – $6.41*
	41- 9091 9041	**Telemarketers, Solicitors and Related** – 228 job openings. Short-term on-the-job training. **Door-to-Door Sales Workers, News and Street Vendors, and Related Workers**: Sell goods or services door-to-door or on the street. Median Hourly Wage - $10.09 **Telemarketers**: Solicit orders for goods or services over the telephone. Median Hourly Wage - $9.40
	25- 2031	**Secondary School Teachers, Except Special And Vocational Education** – 113 job openings. Bachelor's Degree. Instruct students in secondary public or private schools in one or more subjects at the secondary level, such as English, mathematics, or social studies. Mean Annual Wage - $43,877†

	SOC CODE	RETAIL TRADE 1999 – 2006 Projected Growth 11.5%
Associated Occupations	41- 2031	**Retail Salespersons** – 339 job openings. Short-term on-the-job training. Sell merchandise, such as furniture, motor vehicles, appliances, or apparel in retail establishment. Examples: Car Dealer; Haberdasher; Wallpaper Salesperson. Median Hourly Wage – $8.33
	41- 2011	**Cashiers** – 189 job openings. Short-term on-the-job training. Receive and disburse money in establishments other than financial institutions. Usually involves use of electronic scanners, cash registers, or related equipment. Often involved in processing credit or debit card transactions and validating checks. Examples: Auction Clerk; Toll Collector; Disbursement Clerk. Median Hourly Wage – $7.54
	41- 1011	**First-Line Supervisors/Managers of Retail Sales Workers** – 120 job openings. Work experience. Directly supervise sales workers in a retail establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties. Median Hourly Wage – $14.66
	35- 3031	**Waiters and Waitresses** – 71 job openings. Short-term on-the-job training. Take orders and serve food and beverages to patrons at tables in dining establishment. Examples: Cocktail Waiter; Wine Steward; Head Waitress. Median Hourly Wage – $6.31*

*Occupational table includes 2001 Occupational Employment Survey (OES) wages. The survey reference date was in the fourth quarter of 2000, when the California minimum wage was $5.75 per hour. Since these wages were updated to 2001, and the minimum wage changed to $6.25 per hour on January 1, 2001, wages below $6.25 were set to $6.25 per hour. Starting January 1, 2002, the California minimum wage is $6.75 per hour.

†For some occupations, workers may not work full-time all year-round. For these occupations it is not feasible to calculate an hourly wage.

‡Teachers and Teachers Aides are employed in public and private educational institutions. For ease of presentation, they are included here in services.

Population (by largest cities)	**2001**	**2002**	
Redding	83,100	84,600	
Anderson	9,200	9,325	
Shasta Lake	9,225	9,400	
County Total	166,700	169,200	*Department of Finance* [1]
Labor Force Statistics	**2000**	**2001**	
Labor Force	74,800	76,500	
Employment	69,600	71,300	
Unemployment	5,200	5,200	
Unemployment Rate	6.9%	6.7%	*EDD, Labor Market Information Division 2001 Benchmark*
Employment by Industry	**2000**	**2001**	
Agriculture	900	900	
Construction & Mining	3,700	4,000	
Manufacturing	4,300	4,300	
Transportation and Public Utilities	3,700	3,400	
Trade	14,800	15,000	
Retail	12,600	13,000	
Wholesale	2,200	2,000	
Finance, Insurance, and Real Estate	1,700	2,100	
Services	19,000	20,200	
Government	12,100	12,500	*EDD, LMID 2001 Benchmark*
Unemployment Insurance	**2000**	**2001**	
Claims Paid	10,426	10,433	
Total Amount Paid	$16,271,201	$18,956,250	*EDD, UI Claims and Payment*
Disability Insurance	**2000**	**2001**	
Claims Paid	3,629	4,333	
Total Amount Paid	$13,732,726	$17,425,847	*EDD, DI Claims* [2]

COUNTY PROFILE

Payroll Tax Contribution	1999	2000	
Unemployment Insurance	$8,157,883	$8,637,184	
Disability Insurance	$3,197,931	$5,020,644	
Personal Income Tax	$27,970,761	$31,135,294	
Employment Training Tax	$174,535	$191,445	*EDD, Tax Support Division*

Workforce Investment Act	2001	2002	
Adult	$952,884	$836,362	
Youth	$1,050,060	$983,442	
Dislocated Worker	$1,003,805	$646,263	*EDD, Workforce Investment Division* [3]

CalWORKS	2000	2001	
Total Participants	9,674	8,654	*California Department of Social Services* [4]

Additional County Data	1999-2000	2000-2001	
Community Colleges			
Vocational Education students	10,497	10,706	
Transfer Prepared students	612	670	
Basic Skills students	2,561	2,109	*California Community Colleges* [5]
High School (9-12) Dropouts	239	172	
Percentage of total students	2.3%	1.7%	*California Department of Education Educational Demographics Unit*

[1]Data obtained from the state of California, Department of Finance: E-1 City/County Population Estimates, with Annual Percentage Change, January 1, 2001 and 2002.

[2]Data included for the year 2000 covers approximately an 11-month period from January to December. Complete May 2000 data was not available.

[3]Data included are from WIA Final Allocations for Program Year 2000-2001 and 2002-2003.

[4]Data obtained from the California Department of Social Services, Research and Development Division, Data Systems and Survey Design Bureau's CalWORKs Cash Grant Caseload Movement and Expenditures Report for the month of December.

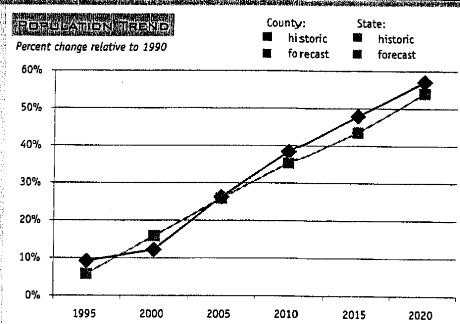
[5]Data included are from the Performance on Partnership for Excellence Goals, California Community Colleges, Chancellor's Office. They represent combined totals from the Shasta Community College District. Vocational Education data is the combined total of successfully completed vocational education courses. Transfer prepared is defined as the net number of students systemwide who earned, within a six-year period, 56 transferable units with a minimum GPA of 2.00. (Net number of students means that a student reaching transfer prepared status in a prior academic year and is still enrolled is not counted during the current academic year.) Basic Skills data represents a 3-year combined count of students who enrolled in a Basic Skills course and then completed a higher level course in the same area of study. Basic Skills courses are identified with a Course Basic Skills Status and defined as either precollegiate basic skills or just basic skills.

Shasta County

Population

Population Trend:

1990 Population	147,036
Portion of pop. living in unincorporated area	49.2%
2000 Population	165,000
Portion of pop. living in unincorporated area	41.4%
Population change, 1990 to 2000	12.2%
Projected population change, 2000 to 2010	23.3%



Population by Age, 2003:

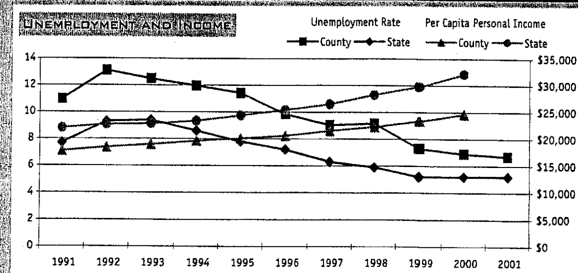
	under 18	18-34	35-49	50-64	65+	Average Age
County	25.1%	23.2%	20.2%	17.4%	14.2%	37.8
State	28.4%	23.1%	23.2%	15.2%	10.2%	36.7

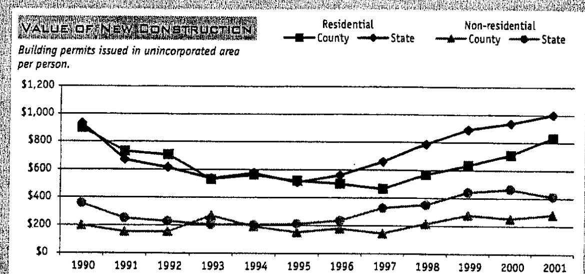
Economy

Workforce Characteristics:

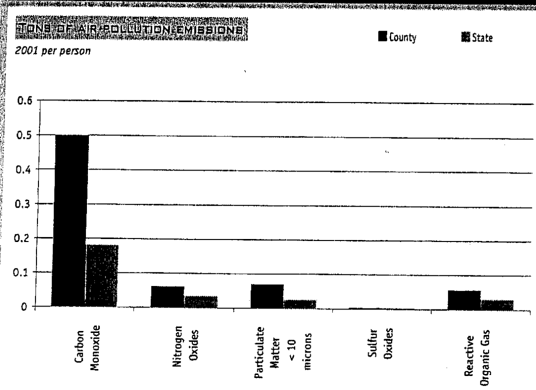
	County	State
Total workforce (2001)	76,500	17,362,300
High school graduates (2001)	1,894	316,124
High school dropout rate (2000-01)	1.7%	2.8%
% of grad's qualified for UC/CSU (2001)	31.0%	35.6%
Average SAT score (2001)	1,055	1,006
Average wage per job (2000)	$ 26,818	$ 40,367
Housing demand* (2001)	1.47	1.82
Home ownership rate (2000)	66.1%	56.9%
% of pop. below poverty (1999)	15.4%	14.2%
Average cost of care, infant age 0-2 (2001)	$ 6,558	$ 9,404
Average cost of care, child age 2-5 (2001)	$ 4,982	$ 6,394

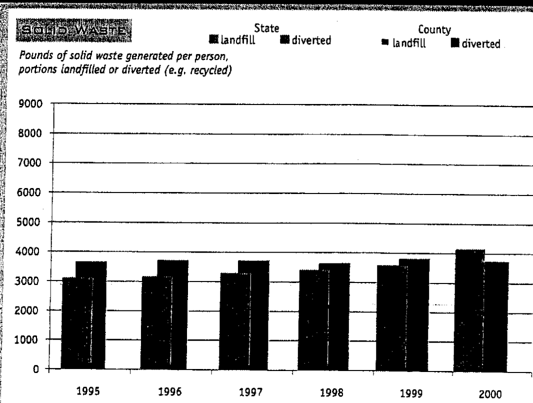
*ratio of change in workforce to new units of housing (based on building permits issued)





Environment

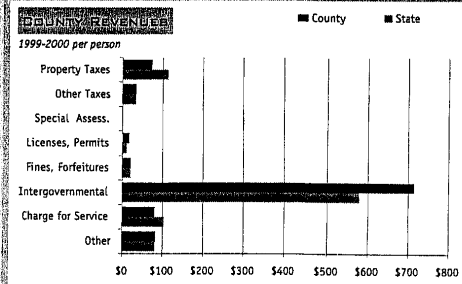




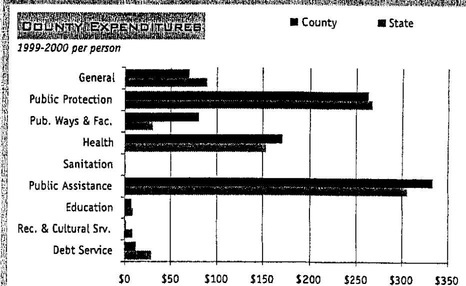
PUBLIC FINANCE

Fiscal Year 1999-00:

County Revenues:	Total	Per Capita – County	Per Capita – State Avg.	Rank
Property Taxes	$ 12,615,289	$ 71.77	$ 112.61	49
Other Taxes	$ 5,901,380	$ 33.57	$ 33.12	37
Special Assess.	$ 70,465	$ 0.40	$ 0.50	13
Licenses, Permits	$ 2,933,458	$ 16.69	$ 9.67	30
Fines, Forfeitures	$ 3,655,175	$ 20.79	$ 19.97	27
Intergovernmental	$ 125,504,841	$ 714.00	$ 578.00	20
Charge for Service	$ 14,081,469	$ 80.11	$ 102.37	38
Other	$ 14,333,226	$ 81.54	$ 80.16	24
Total	$ 179,095,303	$ 1,019	$ 1,066	30



County Expenditures:	Total	Per Capita – County	Per Capita – State Avg.	Rank
General	$ 12,155,501	$ 69.15	$ 88.39	50
Public Protection	$ 46,104,355	$ 262.29	$ 266.56	35
Pub. Ways & Fac.	$ 14,042,721	$ 79.89	$ 30.07	23
Health	$ 30,072,353	$ 171.08	$ 153.49	20
Sanitation	$ 0	$ 0.00	$ 0.50	14
Public Assistance	$ 58,578,475	$ 333.25	$ 305.29	22
Education	$ 1,206,180	$ 6.86	$ 8.31	43
Rec. & Cultural Srv.	$ 178,494	$ 1.02	$ 8.02	44
Debt Service	$ 2,005,970	$ 11.41	$ 29.06	40
Total	$ 164,344,049	$ 935	$ 890	34



SOCIAL SERVICES

Hospital admissions for drug or alcohol treatment, 2000

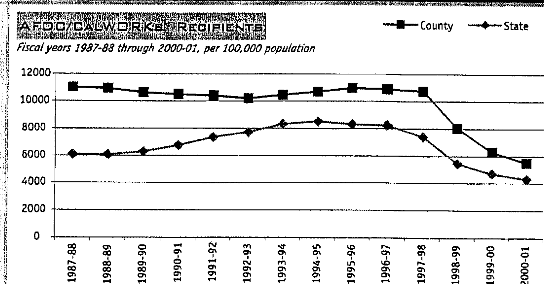
County total	952
per 1,000 people	5.42
State average per 1,000 people	4.74

Mental health programs clients served, fiscal year 1999-00

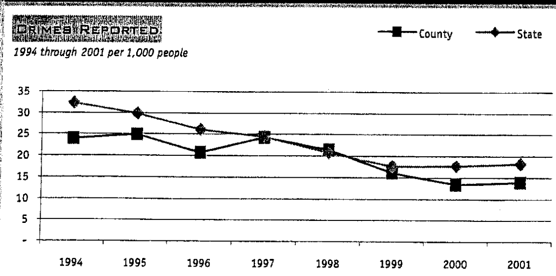
County total	4,887
per 1,000 people	27.80
State average per 1,000 people	14.36

Live births with late (3rd trimester) or no prenatal care, 2001

County percent	2.2%
State average	2.9%



PUBLIC SAFETY



2001 data, except where otherwise specified:

	County	State
Violent crimes per 1,000 people	4.54	5.97
Property crimes per 1,000 people	9.39	12.23
Arrests per 1,000 people	52.69	39.19
% of trials resulting in conviction (2000)	68%	84%
Adult Probation cases per 1,000 people	12.22	9.32
Law enforcement expenditures per person (fiscal year 1999-2000)	$ 158	$ 240

CIVIC PARTICIPATION

	County	State
Percent of registered voters who voted in the 2002 General Election	58.6	49.6
Percent of residents eligible to vote who voted in the 2002 General Election	40.4	35.4
Percent of 2001 income tax returns with voluntary contributions	0.8	0.9

Source information for the data in this county profile is available on page 138.

CITY of SHASTA LAKE

A. GENERAL INFORMATION

i. Jurisdictional Information:

Population 1998:	9,350
Annual Single-Family Units Permitted (1996-98, Avg.):	114
Annual Multi-Family Units Permitted (1996-98, Avg.):	1
Total Annual Residential Units Permited (1996-98, Avg.):	115

ii. General Fee Checklist

fee used here		*updated in 1998 or 1999?*	*fee used here*		*updated in 1998 or 1999?*
Y	1. Planning Department Plan Check Fees	N	N	14. Watershed / Aquifer Fees	-
Y	2. Environmental Assessment / Review Fees	N	Y	15. Local Traffic Mitigation Fees	N
Y	3. Building Department Plan Check Fees	Y	N	16. Reg'l Traffic / Highway Mit'n Fees	-
Y	4. Building Department Permit Fees	Y	N	17. Fire Service Fees	-
Y	5. Engineering / Public Works Dept. Fees	Y	N	18. Police Service Fees	-
Y	6. Grading Permit Fees	N	N	19. Public Safety Fees	-
Y	7. Electrical Permit Fees	N	Y	20. School District Fees	Y
Y	8. Mechanical Permit Fees	N	N	21. School District Mitigation Fees	-
Y	9. Plumbing Permit Fees	N	N	22. Community / Capital Facility Fees	-
Y	10. Electricity / Gas Connection Fees	N	Y	23. Park Land Dedication / In-Lieu Fees	N
Y	11. Sanitary Sewer Connection Fees	N	N	24. Open Space Dedication / In-Lieu Fees	-
N	12. Storm Drainage Connection Fees	-	N	25. Afford. Hous'g Dedic'n / In-Lieu Fees	-
Y	13. Water Connection Fees	N	Y	26. Special Assessment District Fees	N

iii. Possible Fee Reductions or Waivers?

Affordable Housing Fee Reduction	N
Affordable Housing Fee Waiver	N
Senior Housing Fee Reduction	N
Senior Housing Fee Waiver	N
Fee Types Reduced or Waived:	none

iv. Use of Mello-Roos in this Jurisdiction:

single-family	not used
multi-family	not used

v. Nexus Reports

-City Council Ordinance No. 94-30 (1994) - standard dept fees
-Major Road Impact Fee Program Report (1991) - road & traffic impact fees

B. 25 UNIT SINGLE-FAMILY SUBDIVISION MODEL

i. Project Typical for Jurisdiction?	Yes - but infrequent
ii. Expected Location of New Subdivision in this Jurisdiction:	Southwest Shasta Lake Ashby Road @ Arlene
iii. Expected Environmental Assessment Determination:	Mitigated Negative Declaration

iv. Typical Jurisdictional Requirements for this Model:

-Off-Site Improvements:	-1/2 street, curbs, gutters, sidewalks, bike lane, street lights, street trees, landscaping, undergrounding of utilities, traffic lights & bus stop where needed
-Internal Site Improvements:	-dedication of streets and infrastructure req'd; utility easements with full infrastructure, utility undergrounding, full street, 3 trees per unit, front yard landscaping, curbs, gutters, sidewalks, street lights
-Common Amenities / Open Space:	-no specific requirements; payment of fees
-Project Management Requirements:	-Conditions of Approval; Maintenance District participation; infrastr. bonding
-Typical Reporting:	-soils, traffic, noise, arborist, wetlands, hydrology, archaeological (cond'l)

v. Model Valuation Information:

Single-Family Dwelling Unit Valuation Price per Sq. Ft.	49.84
Private Garage Valuation Price per Sq. Ft.	18.00
Total Valuation per Unit	131,800
Total Valuation per 25 Unit Subdivision Model	3,295,000

vi. Planning Fees:	Type / Fee Calculation	Per Unit	Fee Amount
General Plan Amendment Fee	flat		2,000
Zone Change Application Fee	flat		1,130
Planned Development Use Permit Fee	flat		1,600
Planning Dept Plan Check Fee	1% of Bldg Plan Check Fee		122
Site Plan Review Fee	flat per unit	30	750
Tentative Map Fee	flat		1,170
Development Agreement Fee	flat		400
Certificate of Compliance	flat		320
Environmental Assessment / Neg Dec Fee	flat		200
Subtotal Planning Fees			**7,692**

vii. Plan Check, Permit & Inspection Fees	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	schedule based on val'n	751.50	18,788
Building Plan Check Fee	65% of Building Permit	488.47	12,212
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	13.18	330
Site Improvements Plan Check Fee	contract estimate[1]		1,000
Fire Dept Plan Check Fee	flat per unit	25	625
Grading Plan Check Fee	flat		30
Grading Permit Fee	per UBC		198
Electrical Permit Fee	per fixture count	66	1,650
Plumbing Permit Fee	per fixture count	32	800
Mechanical Permit Fee	per fixture count	32	800
Electricity Connection Fee	flat per unit	450	11,250
Subtotal Plan Check, Permit & Inspection Fees			**47,683**

viii. Infrastructure, Impact & District Fees

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.93 / sf	4,825	120,625
City - San.Sewer Plant & Facility Capacity Charge	flat per unit	2473.50	61,838
City - Sanitary Sewer Capital Reserve Charge	flat per unit	350	8,750
City - Trunk Sewer Capacity Charge	flat per unit	614	15,350
City - Sewer Permit	flat per unit	60	1,500
City - Sewer Tap Charge	per tap/unit	125 (6" tap)	3,125
City - Water Plant & Facility Capacity Charge	flat per unit	1,300	32,500
City - Water Meter Connection and Permit	per meter size	700 (5/8" meter)	17,500
City - Local Traffic Impact Fee	flat per unit	800	20,000
City - Parks and Recreation Fee	flat per unit	307	7,675
Subtotal Infrastructure, Impact & District Fees			**288,863**

ix. Totals

Total Fees for 25 Unit Single-Family Subdivision Model (total of subtotals above)	**344,238**
Total Fees per Unit (total from above / 25 units)	**13,770**

C. SINGLE-FAMILY INFILL UNIT MODEL

i. Project Typical for Jurisdiction? Yes

ii. Expected Location of New Subdivision in this Jurisdiction: North Central Shasta Lake
Locust Street @ Gray Pine Way

iii. Expected Environmental Assessment Determination: Categorical Exemption

iv. Typical Jurisdictional Requirements for this Model:

-Site Improvements	-match existing neighborhood infrastructure standards; install hydrants if area is unserviced w/n 400'
-Typical Reporting	-soils; wetlands, hydrology, arborist and archaeological--all cond'l upon site.

v. Model Valuation Information:

Single-Family Dwelling Unit Valuation Price per Sq. Ft.	49.84
Private Garage Valuation Price per Sq. Ft.	18.00
Total Valuation per Model	131,800

vi. Planning Fees:	Type / Fee Calculation	Per Unit	Fee Amount
Site Plan Review Fee	flat		30
Subtotal Planning Fees			**30**

vii. Plan Check, Permit & Inspection Fees	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	schedule based on val'n	751.50	752
Building Plan Check Fee	65% of Building Permit	488.47	488
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	13.18	13
Fire Dept Plan Check Fee	flat per unit	25	25
Grading Plan Check Fee	flat		30
Grading Permit Fee	per UBC		126
Electrical Permit Fee	per fixture count	66	66
Plumbing Permit Fee	per fixture count	32	32
Mechanical Permit Fee	per fixture count	32	32
Electricity Connection Fee	flat per unit	450	450
Subtotal Plan Check, Permit & Inspection Fees			**2,014**

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.93 / sf	4,825	4,825
City - San.Sewer Plant & Facility Capacity Charge	flat per unit	2473.50	2,474
City - Sanitary Sewer Capital Reserve Charge	flat per unit	350	350
City - Trunk Sewer Capacity Charge	flat per unit	614	614
City - Sewer Permit	flat per unit	60	60
City - Sewer Tap Charge	per tap/unit	125 (6" tap)	125
City - Water Plant & Facility Capacity Charge	flat per unit	1,300	1,300
City - Water Meter Connection and Permit	per meter size	700 (5/8" meter)	700
City - Local Traffic Impact Fee	flat per unit	800	800
City - Parks and Recreation Fee	flat per unit	307	307
Subtotal Infrastructure, Impact & District Fees			**11,555**

ix. Totals

Total Fees for Single-Family Infill Unit Model (total of subtotals above)	**13,599**

D. 45 UNIT MULTI-FAMILY MODEL

i. Project Typical for Jurisdiction? No - never had a multi-family project this size before

ii. Expected Location of New Subdivision in this Jurisdiction: Southeast Shasta Lake, Cascade Boulevard @ Riddle Drive

iii. Expected Environmental Assessment Determination: Mitigated Negative Declaration

iv. Typical Jurisdictional Requirements for this Model:

-Off-Site Improvements:	-1/2 street, curbs, gutters, sidewalks, bike lane, street lights, street trees, landscaping, undergrounding of utilities, traffic lights & bus stop where needed
-Internal Site Improvements:	-dedication of streets and infrastructure req'd; utility easements with full infrastructure, utility undergrounding, full street, 2 trees per unit, front yard landscaping, curbs, gutters, sidewalks, street lights
-Common Amenities / Open Space:	-discretionary negotiation; typical req'ts: tot lots, picnic/BBQ area, open space
-Project Management Requirements:	-Conditions of Approval; 2 year maintenance guarantee; on site manager req'd
-Typical Reporting:	-soils, traffic, noise, arborist, wetlands, hydrology, archaeological (cond'l)

v. Model Valuation Information:

Multi-Family Dwelling Unit Valuation Price per Sq. Ft.	47.20
Private Garage Valuation Price per Sq. Ft.	18.00
Total Valuation per Unit	50,800
Total Valuation per 45 Unit Multi-Family Development Model	2,286,000

vi. Planning Fees:

vi. Planning Fees:	Type / Fee Calculation	Per Unit	Fee Amount
General Plan Amendment Fee	flat		2,000
Zone Change Application Fee	flat		1,130
Planned Development Use Permit Fee	included in primary appplication above		-
Use Permit	flat		390
Site Plan Review Fee	flat		1,350
Development Agreement Fee	flat		400
Environmental Assessment / Neg Dec Fee	flat		200
Subtotal Planning Fees			**5,470**

vii. Plan Check, Permit & Inspection Fees

vii. Plan Check, Permit & Inspection Fees	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	schedule based on val'n	423.50	19,058
Building Plan Check Fee	65% of Building Permit	275.28	12,388
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	5.08	229
Site Improvements Plan Check Fee	contract estimate[1]		1,000
Fire Dept Plan Check Fee	flat per unit	25	1,125
Grading Plan Check Fee	flat		30
Grading Permit Fee	per UBC		180
Electrical Permit Fee	per fixture count	22	990
Plumbing Permit Fee	per fixture count	14.50	653
Mechanical Permit Fee	per fixture count	14.50	653
Electricity Connection Fee	flat per unit	450	20,250
Subtotal Plan Check, Permit & Inspection Fees			**56,556**

viii. Infrastructure, Impact & District Fees

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.93 / sf	1,930	86,850
City - San.Sewer Plant & Facil. Capacity Charge	flat per unit	2473.50	111,308
City - Sanitary Sewer Capital Reserve Charge	flat per unit	350	15,750
City - Trunk Sewer Capacity Charge	flat per unit	614	27,630
City - Sewer Permit	flat per unit	60	2,700
City - Sewer Tap Charge	per tap/building	125 (6" tap) - 6 bldgs	750
City - Water Plant & Facility Capacity Charge	flat per unit	1,300	58,500
City - Water Meter Connection and Permit	per meter size	700 (5/8" meter)	31,500
City - Local Traffic Impact Fee	flat per unit	563	25,335
City - Parks and Recreation Fee	flat per unit	307	13,815
Subtotal Infrastructure, Impact & District Fees			**374,138**

ix. Totals

Total Fees for 45 Unit Multi-Family Development Model (total of subtotals above)	**436,164**
Total Fees per Unit (total from above / 45 units)	**9,693**

Notes: [1]The City of Shasta Lake contracts out their site improvements/infrastructure plan check. The total amount listed here is an estimate based on similar project plan checks in the jurisdiction.

E-1: City/County Population Estimates with Annual Percent Change
January 1, 2002 and 2003

City/County/State	Total Population 1-1-02	1-1-03	Percent Change
CALIFORNIA	35,000,000	35,591,000	1.7
SHASTA	169,300	172,000	1.6
ANDERSON	9,350	9,500	1.6
REDDING	84,600	85,700	1.3
SHASTA LAKE	9,400	9,725	3.5
UNINCORPORATED	65,900	67,100	1.8

APPENDIX E

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE AND STAKEHOLDERS

The following agendas and attendance lists include the individuals who were regular attendees at the meetings held to develop this strategy. Others were interviewed individually during the strategy development process.

AGENDA

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

KICKOFF MEETING

CITY OF SHASTA LAKE

May 20, 2003

1. Introductions
2. Clarify Goals and Objectives
   - Comprehensive strategy and action plan with budget
3. Overview of Scope of Work

1. Data Collection

2. Economic Base Analysis and Target Industry Analysis

- SWOT will come first; will use assets and strengths to identify target industries. Will supplement with LQ for Shasta County.
- Explain 4 quad methodology
- Target industries matched to local clusters

3. Business Climate Assessment (SWOT)

- Observation + Interviews with businesses and community leaders.
- Items that can be changed or influences vs. those that cannot

4. Retail Potential Analysis

- Identify Shasta Lake market area
- Identify leakage for market area
- Freeway Commercial potential, tourism capture potential, retail gaps

5. Meeting to present data, visioning session: __________

6. Tourism

- Tourism SWOT
- Conference facility utilization
- Examples and strategies.

7. Economic Development Strategy

- Industrial, retail, tourism
- Goals, objectives, thematic ideas, capacity, partners, prospects, product defined, etc.
- Time frame = 5 years

8. Implementation Plan Final meeting to present plan: _____

- Organization and actions for ED staff, Chamber, committee, etc.
- Time frame = 1 year
- Detailed budget, manhours, schedule

9. Final Report

Sign-Up Sheet

Name	Affiliation	Phone
Jon Moore	City Shasta Lk.	275-7411
Bob Nash	Superior California Economic Development	225-2762
Terry Steele	SL Chamber	275-7497
Richard van Wyke	Shasta Lake Chamber	275-6800
John Lisac	City Council	275-9627
Jim Goodwin	Blue Ribbon Properties	275-1111
Gary Kalsbeek	Hardware Express	275-4074
John Sabol	Knauf Fiber Glass	275-9665 x-101
Linda Hartman	City of S.L. (council)	275-0688
David Keef	" "	275-7439
Carla L. Thompson	COSL	275.7460
Dennis Daily	COSL	275-7491
Chris Kobe DC	S.L Chiropractic/chamber	275-1585
Allen J. Mancasola	Farmers Serv My Market	275-2936

AGENDA

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

INFORMATION AND VISIONING MEETING #2

CITY OF SHASTA LAKE

July 8, 2003

11:30am - 1:30 pm

1. Introductions

2. Review of project Goals and Objectives

3. Economic Base Analysis

4. Retail Analysis

5. SWOT Analysis and Strategic Implications

6. Visioning and Input

7. Final Meeting – August 5 Tuesday
    - Tourism Analysis
    - Draft Economic Strategy and Implementation Plan
    - Final Input from committee

July 8, 2003

SEDS Meeting

Sign in Sheet

Name	Agency/Bus	Address	Phone
Don Moore	COSL	PO Box 777 SL	275-7411
John Jones	"	"	275-7497
Rae Morrow	"	" "	275-7407
Jim Gooden	Blue Ribbon Prop.	4204 SD BLVD	275-1111
Paula Pearce	COSL	PO Box 777 SL	275-7460
Carla Thompson	COSL	" "	275-7460
Terry Steele	SL Chamber	P.O. Box 1616 SL	275-7497
ED LARMOUR		4265 SD BLVD SL	275-2343
Dennis Daily	COSL	PO Box 777 SL	275-7491
ALLEN J. MANCASOLA	SENTRY	4525 SHASTA DAM BLVD	275-2936
Bob Nash	Superior Cal Economic Development		225-2760
Richard van Wyke	Chamber of Commerce	5232 SDB	275-6800
Kris Kobe	"	"	275-1595
Jim Zane			225-

CITY OF SHASTA LAKE

Comprehensive Economic Development Strategy
Information and Visioning Final Meeting
City of Shasta Lake (Annex)
August 5, 2003
11:30 am to 1:30 pm

Agenda

- Tourism Analysis
- Draft Economic Strategy and Implementation Plan
- Final Input from Committee Members

You are invited to attend the final Information and Visioning Meeting for Shasta Lake's Comprehensive Economic Development Strategy. This valuable meeting is important as it will help shape the economic future of our city. Lunch will be provided so I am requesting that you RSVP to me by August 1st. You can RSVP by calling 275-7481. If you get my voice mail, simply leave a message to let me know if you will be attending.

Thank you,

John Jones
Management Analyst
City of Shasta Lake
P.O. Box 777
Shasta Lake, CA 96019
john.jones@ci.shasta-lake.ca.us
530.275.7481 - direct line
530.275.7412 - fax
530.604.1957 – mobile
Visit us on the Web:
http://ci.shasta-lake.ca.us/

SHASTA LAKE E.D. COMMITTEE

AUGUST 5, 2003

NAME	AFFIL.	PHONE
Allen J. Mancasola	Farmers Marketplace	275-2936
Jim Zauher	Economic Dev. Corp	224-4920
Linda Hartman	Shasta Lake	275-0688
Terry Steele	SL Chamber	275-7497
Jae Morrow	Shasta Lake	275-7407
Jim [illegible]	Blue Ribbon Properties	275-1111
Paula Pearce	City of Shasta Lake	275-7460
Chris Kobe DC	SL Chiropractic	275-1585
Oly Olsen	Citizen at Land	275 0325
Bob Nash	Sup [illegible] Economic Development Dist	225-2762
Debra Smith	No. Valley Bank.	226-2998 Ext 10800
Richard van Wyke	vanWyke's Custom Engraving	275-6500
WES ERVIN	A.D.E	916-441-0323
R. [illegible]	CV Feed	275-5992
Dennis Daily	C of SL	275-7491
Carla L. Thompson	City of Shastalake	275-7460

APPENDIX F SELECTED DUN AND BRADSTREET® BUSINESS INFORMATION

SHASTA LAKE BUSINESSES BY SIC DIVISION
Sorted by Number of Businesses

SIC Div	SIC Div1	No Bus	% Total	Total Emps	Total Sales	Avg Emps	Avg Sales
I.	Services	106	39.6	327	12.3	3	0.1
G.	Retail Trade	55	20.5	381	14.5	8	0.3
C.	Construction	36	13.4	149	13.3	4	0.4
H.	Finance, Insurance, and Real Estate	17	6.3	53	8.5	3	0.7
D.	Manufacturing	16	6	318	14.2	20	1.1
E.	Transportation and Public Utilities	14	5.2	58	1.2	4	0.1
F.	Wholesale Trade	9	3.4	20	1.7	3	0.3
A.	Agriculture, Forestry, and Fishing	7	2.6	11	0.7	2	0.1
J.	Public Administration	4	1.5	274	N/A	69	N/A
K.	Nonclassifed Establishments	4	1.5	4	0.1	4	0.1
	Total/Avg	**268**	**100**	**1,595**	**66.5**	**6**	**0.3**

Source: Dun and Bradstreet Marketplace, July - Sept 2003

APPENDIX G SELECTED ILLUSTRATIVE PHOTOS OF SHASTA LAKE

New miniature golf and amusement park at south end of city
On Cascade Good freeway exposure


Vacant commercial land on Shasta Dam Blvd.
2003 6 27


Freeway commercial needs upgrading. Empty sign post is eyesore.
Taken @ 76 station @ Pine Grove exit.
2003 6 27


Freeway commercial needs updating
ANTIQUES
2003 6 27


Looking north on Cascade
Fun center
Antique row
I-5
East-side commercial
2003 6 27


View across I-5 of Twin View Blvd freeway frontage
Looking north from Cascade
2003 6 27


Shasta Dam Blvd looking west
Veterans gateway fountain
Westbound one way
2003 6 27