

DEPARTMENT: Administration/Office of Economic Dev.

BY: Richard J. Benson
PHONE:

RECOMMENDED ACTION AND JUSTIFICATION:

Receive Annual Report from the Economic Development Corporation of Mariposa County (EDC); and the Comprehensive Economic Development Strategy (CEDS); and

Approve renewal of the Public/Private Partnership between Mariposa County and the Economic Development Corporation of Mariposa County (EDC); and authorize the Chairman of the Board to sign the Agreement. Please see attached report.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

The Memorandum of Understanding for the Public/Private Partnership between Mariposa County and the EDC expired 09 December 2010. This item will present a summary of activity to-date in the partnership and request renewal for an additional two years. Please see attached report.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

Financial Impact? () Yes (X) No	Current FY Cost: \$	Annual Recurring Cost: \$
Budgeted In Current FY? () Yes () No () Partially Funded		
Amount in Budget: \$	Agenda Transmittal Narrative, pages 1-2	
Additional Funding Needed: \$	Renewal of MOU, pages 3-4	
Source:	CEDS, page 5- 15	
Internal Transfer		
Unanticipated Revenue	4/5's vote	
Transfer Between Funds	4/5's vote	
Contingency	4/5's vote	
() General () Other		

CLERK'S USE ONLY:

Res. No.: 11-221 Ord. No. _____
 Vote - Ayes: 4 Noes: Bobby
 Absent: _____
 Approved
 Minute Order Attached () No Action Necessary

COUNTY ADMINISTRATIVE OFFICER:

Requested Action Recommended
 No Opinion
 Comments:

The foregoing instrument is a correct copy of the original on file in this office.

Date: _____
 Attest: MARGIE WILLIAMS, Clerk of the Board
 County of Mariposa, State of California
 By: _____
 Deputy

CAO: RJB



COUNTY OF MARIPOSA

P.O. Box 784, Mariposa, CA 95338 (209) 966-3222

JIM ALLEN, CHAIR
JANET BIBBY, VICE-CHAIR
LEE STETSON
LYLE TURPIN
KEVIN CANN

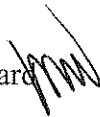
DISTRICT V
DISTRICT III
DISTRICT I
DISTRICT II
DISTRICT IV



MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: RICHARD J. BENSON, CAO

FROM: MARGIE WILLIAMS, Clerk of the Board 

SUBJECT: Receive the Annual Report from the Economic Development Corporation of Mariposa County (EDC); and the Comprehensive Economic Development Strategy (CEDs); and Approve Renewal of the Public/Private Partnership Between Mariposa County and the Economic Development Corporation of Mariposa County (EDC); and Authorize the Board of Supervisors Chair to Sign the Agreement

RES. 11-221

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA

ADOPTED THIS Order on May 17, 2011

ACTION AND VOTE:

- 4 **Administration**
Receive the Annual Report from the Economic Development Corporation of Mariposa County (EDC); and the Comprehensive Economic Development Strategy (CEDs); and Approve Renewal of the Public/Private Partnership Between Mariposa County and the Economic Development Corporation of Mariposa County (EDC); and Authorize the Board of Supervisors Chair to Sign the Agreement
BOARD ACTION: Rick Benson introduced the item. Roger Biery/First Vice-President of the EDC, presented their annual report and advised of their activities. Marilyn Lidyoff provided input on the partnership between the County and the EDC. Discussion was held relative to incentive options for encouraging new larger businesses; and relative to working with the County Clerk, the County Administrative Officer, and the Business Development Coordinator on possibly pursuing business licenses. Supervisor Bibby asked that feedback be provided on the types of businesses that are seeking information. Discussion was held relative to renewing the agreement – Supervisor Bibby stated she feels the renewal should be considered in the context of the final budget hearings. (M)Cann, (S)Turpin, Res. 11-221 was adopted approving the agreement, with the inclusion of a termination clause. Further discussion was held relative to the termination clause and progress reports, and Steve Dahlem, County Counsel, provided input on the termination clause. Ayes: Stetson, Turpin, Cann, Allen; Noes: Bibby. Supervisor Stetson asked about investigating pursuing business licenses, and Rick Benson advised that the County Administrative Officer's Office would be appropriate to follow-up on this.

Cc: Marilyn Lidyoff, Business Development
Bill Davis, Auditor
File

RECOMMENDED ACTION:

Approve renewal of the Public/Private Partnership between Mariposa County and the Economic Development Corporation of Mariposa County (EDC); and authorize the Chairman of the Board to sign the Agreement. Please see attached MOU.

BACKGROUND:

On December 9, 2008, the Board of Supervisors approved a Public/Private Partnership between the County of Mariposa and the Economic Development Corporation of Mariposa County to engage in a collaborative effort to recruit new businesses and assist existing businesses with expansion.

The role of the EDC:

1. Establish and fund a separate telephone line and email account for use by the Economic/Business Assistance Center operated by the County's Economic/Business Development Office;
2. Serve as a resource of business professionals available to offer advice and assistance to the County's Economic/Business Development Office;
3. Create programs and provide funding for assisting existing businesses seeking to expand operations and/or launch a new business venture.

The role of Mariposa County:

1. The County will continue to fund the existing Economic/Business Development Office and commit to maintaining the partnership for a period of at least two years engaging in business recruitment and relocation;
2. In cooperation with the EDC, the Mariposa County Economic Development Office shall operate as an Economic/Business Assistance Center (BAC) for a maximum of eight hours per week for the purpose of assisting new business start ups and expansions;
3. Additional activities of the BAC include creating content for the Website, pursuing strategic initiatives (e.g. relocating Yosemite Valley offices), serving as a liaison to UC Merced, and identifying other opportunities to enhance partnership;

No additional costs would be incurred by the County of Mariposa resulting from the Public/Private Partnership.

As cited above, the Board of Supervisors approved the Public/Private Partnership on December 9, 2008, for a period of two years (instead of the three years originally requested). Although the economy has been the worst experienced by the nation since the Great Depression, the Partnership has been quite successful. Due to the challenging downturn in both the national and international economic climate, the County's Business Development Coordinator has spent far less than the one day-per-week average time on EDC-related activity under the MOU, mostly to answer the EDC's phone and attend various meetings.

The EDC has completed its obligations under the MOU with one exception: participation in the update of Title 17, which has yet to be undertaken by the Planning Department. The most significant accomplishments have been the launching of an EDC Website (www.MariposaEDC.com), creation of a business database, business attraction advertisement in the Tourism brochure that is circulated both nationally and internationally at various tourism tradeshows, and identification of 18 projects in a Comprehensive Economic Development Strategy (CEDS) for the County's participation in the Central Sierra Economic Development District (CSEDD) Joint Powers Authority.

THE RENEWAL MOU SHALL INCLUDE THE FOLLOWING:

The County of Mariposa Economic Development Office shall commit to maintaining the partnership for a period of at least two years and have the Business Development Coordinator perform the following:

1. Provide staff services to the EDC, as workload permits, for up to but not exceeding an average of one day-per-week;
2. Research opportunities to enhance the partnership with the EDC;
3. Serve as a liaison to UC Merced in order to foster expansion of technology-based development; and
4. Present a progress report to the Board of Supervisors as requested.

The EDC will perform the following:

1. Engage in efforts to recruit suitable new businesses, including the exploration of site selection opportunities on a limited scale to leverage the traditional means businesses use to find suitable locations;
2. Assist local businesses seeking to improve and/or expand operations;
3. Participate under mutual agreement with the County in various projects from time to time that involve research, planning, grant writing, etc.; and
4. Participate in the update of Title 17 to ensure that zoning designations and regulations adequately support economic development.

Comprehensive Economic Development Strategy Projects (In Priority Order)
Submitted by the Economic Development Corporation of Mariposa County on 28 October 2010

1. ***Conference Center***

While Mariposa County is host to businesses in different industries and sectors, a single industry dominates the community's collective economic vitality: tourism. Virtually all local businesses are dependent—directly or indirectly via “trickle down”—on the money tourists spend here. Such dependency might be acceptable if the tourism industry remained vibrant throughout the year, but the industry here is seasonal with a significant “off season” period. The best way to make tourism a year-round industry is identified as the primary strategy in the *Economic Vitality Strategy and Implementation Plan for Mariposa County*: Increase “off season” occupancy by attracting business conferences and other special events normally scheduled from mid-September through mid-May.

To be competitive as a destination for events and conferences, Mariposa County needs a conference center with an attached hotel, ideally located in the town of Mariposa. This could create as many as 50 new jobs in the facility itself, and turn many part-time jobs into full-time employment. Such a facility would also create opportunities for complementary services provided by separate businesses for entertainment, transportation and various other services.

2. ***Business Park***

Over the past five decades Mariposa County's job base has remained flat and the need for jobs is paramount, particularly in the underserved areas. Trends in Mariposa County relative to growth have lagged behind the statewide growth trends. Nonetheless, Mariposa County encourages start up home based businesses to incubate under “Home Enterprise” or “Rural Home Industry”. The County's General Plan requires home-based businesses that grow beyond certain size and number of employees to relocate to an appropriately zoned parcel. Given that a planned business park with ample parcels and parking does not exist in Mariposa County, it is highly likely that many emerging businesses will be forced to relocate “out of Mariposa County” taking their jobs and investment with them. The absence of a business park perpetuates a bleak economy specific to emerging markets and job creation. It is envisioned that the development of a 25-acre attractive tree-lined business park be pursued including infrastructure and high speed technology. This project will be comprised of various sized lots to accommodate growth of future businesses specific to office/commercial/R&D. It is anticipated that the adoption of a Specific Plan by the County will require all structures to be similar in design along with state-of-the-art building materials. The County will provide long-term lease-options or sell parcels. During the first 5 years, the County along with its private sector partners will identify/secure a site, pursue the adoption of a Specific Plan, complete plans and specs including completion of an environmental review. During the 5-10 year timeframe, construction shall commence. In the 10-year period, it is anticipated that approximately 150 jobs will be created. In the 20-year span, it is anticipated that an additional 100 jobs will be created for a total of 250 jobs.

3. ***Performing Arts Center***

EXISTING NEED: Mariposa's economy is geared strongly towards tourism and ancillary service industry business due to Yosemite National Park. Yosemite's appeal, however: is markedly seasonal. Mariposa's tourism-dependent workforce and business owners

historically rely upon the four to five months of the summer tourist season (May through September) to carry them through the tough remaining seven to eight months of the year. It's a precarious balancing act and during periods in which Mariposa's high season access to Yosemite is limited or otherwise impaired (the Ferguson rockslide, the Telegraph Fire) businesses can suffer terminally, as history proves. And of course: empty storefronts provide nothing but lost opportunities, lost jobs, lost revenue to the private sector and loss of property and sales taxes. A regional performing arts center will help draw visitation to Mariposa during the entire calendar year, and most propitiously for business owners: during the traditionally slow winter and shoulder seasons. Visitation to Mariposa would be expanded as a terminal destination or as an additional day or two during Yosemite tourism season. Mariposa itself is rarely if ever inaccessible from major population centers including San Francisco, Merced, Fresno and other points south and west, even at the height of winter. And a performing arts center would be a natural for Mariposa not only because of its physical location but also because of the fact that an impressive percentage of arts professionals are already permanent residents of Mariposa, attracted to the area by its natural beauty and lifestyle.

PROJECT PROPOSAL: Even a relatively small-scale performing arts center containing a traditional proscenium or thrust mainstage of 1,000 seats will serve as a major draw for touring theatrical productions, music performances, film showings and as a linchpin for conventioning. Ideally, a performing arts center appropriate to Mariposa would include an additional flexible "black-box" performance space capable of seating 200 – 300 audience members in changeable configuration. This space could serve well for lectures, smaller-scale theatricals and with a suitably proper acoustic shell, recitals and chamber music. Mariposa's performing arts center would ideally also provide for office and scenic shop space, a small gallery and snack/food kiosk. A limited footprint with architectural design congruent with Mariposa's regional environmental beauty would be ideal. There are innumerable examples of this very successful model throughout America, and especially so in geographic areas similar to Mariposa's: rural locations near natural wonders and major population centers: Telluride CO, Blowing Rock NC, Freeport PA, Del E. Webb Performing Arts Center in Wickenburg AZ, the Ashland (OR) Shakespeare Festival have all demonstrated how Mariposa could benefit from a facility. And they're only the tip of the iceberg.

NEW JOBS: Jobs creation would be both direct and indirectly-dependent. Aside from the fulltime management and facilities staffs necessary to run a performing arts center and resident performing arts companies, the performing arts generate more jobs and a remarkably higher amount of income than do the visual arts; that income is far more widely dispersed throughout community businesses as well. A resident theatre company or musical organization reaching a professional level of performance with local artists will ultimately draw audiences from far beyond the local supporters. The number of permanent jobs created onsite would be nearly limitless: from the staffs of ten executive management professionals and facilities staff to a professional (Actors Equity) resident theatrical company with a core of hired professionals with casts fleshed out with AEA-candidate and other local paid non-union performers, the immediate permanent jobs provided by a Mariposa Performing Arts Center would number (minimally) 25 new jobs directly-related to the center. There would be additional new-jobs creation resulting from the increased local ancillary service-industry businesses (restaurants, additional hotel/motel rooms, gas, souvenir and gift shops) required to serve the patrons of a performing arts center. The local community would also gain

additional jobs in the contracted or direct-support area created by the center's needs itself: grounds maintenance, scenic construction materials from local hardware and lumber companies and so on. The economic impact of the performing arts is a proven and highly lucrative asset to local jobs creation and rural fiscal well-being.

4. ***Assisted Living Facility***

The existing skilled nursing facility is called the Ewing Wing, and is hospital based. It is attached to the John C. Fremont Hospital for easy access to acute care if needed. The Ewing Wing encompasses 24 beds, including "swing beds" that are sometimes used as hospital beds. Small assisted living facilities are privately operated in several locations throughout the county. They are not affiliated with the hospital. A newly expanded skilled nursing facility that also provides long term care could partner with a privately operated assisted living facility, providing a continuum of care for the aging population. About 45 people are currently employed in the Ewing Wing. The vision is to expand the skilled nursing facility to at least 70 beds with an attached gym for rehabilitation. The need has been demonstrated by a long wait list for the Ewing Wing maintained for the past 20 years. A 70 bed skilled nursing facility would create jobs for 30 new caretakers, 3 new housekeepers, and 3 new physical therapists for rehabilitation, which adds approximately 36 new jobs.

5. ***Expansion of Services at the Business Assistance Center***

California's small businesses are important job creators and comprise of 95 percent of our state's economy - it is essential to empower them to grow and prosper. The lack of financial resources debilitates businesses as operating capital is necessary for growing enterprises and creating jobs. Being that the nation's economy is flat, and will maintain in that position for awhile, capital from commercial lenders are restricted to those businesses that show stable cash flow projections along with adequate asset backing. Moreover, many Mariposa businesses are cash flow burdened, who lack the ability to grow and create jobs. Due to their inability to grow, Mariposa County launched its Business Assistance Center in 2005, offering business consulting and business retention services, which was followed by commencing a Microenterprise Loan Program, in 2010, targeting start up and small low/mod business entities. The program was designed to assist the low/moderate income entrepreneur, which has been successful. Because small businesses are the job producers and the stabilizing force of the U.S. economy, it is imperative that Mariposa County chart a course empowering businesses to succeed in the marketplace. It is also critical for Mariposa County to work in concert with our regional jurisdictional partners, Central Sierra Economic Development District and the Central Sierra Planning Council, to create a stable micro-economy. In addition to financial resources, the following proposed expansion of services is necessary that include but is not limited to the following:

- Develop methods to keep operating business costs low;
- Develop techniques to "green" your business;
- Train staff;
- Network for cross-promotional opportunities;
- Implement social media;
- Expand business loan products up to \$1.5M for various project activities and expansions;
- Work in concert with Chambers of Commerce, SBDC's, and EDC's offering workshops on a continuous basis in Mariposa County and neighboring communities;
- Develop specialized training sessions presented by professional trainers, e.g. Merced College "Business Academy", Central Valley Entrepreneurial Center, and Women's

Economic Ventures, to name a few.

Moreover, mid-sized businesses in the community have expressed the need for county government to expand its financial resource program offering favorable rates and terms in the form of grants and loans to assist businesses with operating capital, acquisition of land and equipment and supplies. An expansion of financial resources would empower businesses in Mariposa to be competitive in the local, regional and global marketplace.

The expansion of services by the Business Assistance Center would create a climate to grow and empower businesses. It is anticipated a minimum of 50 new jobs would be created annually in Mariposa County along with potentially 100 additional jobs in the region for a total estimated new job count of 150 jobs annually. The cumulative regional job creation estimate is a very conservative benchmark. Conversely, the 150 potential annual jobs could be estimated at 750 job loss in 5 years if measures are not employed to grow the regional economy.

6. *Infrastructure Enhancements*

Road Upgrades

Public safety is certainly the highest priority for each of us, whether private citizens or public officials. One lane bridges on our county roads can cause restrictions on traffic flow in times of emergencies. The recent fire in Ponderosa Basin created one such possible threat to public safety. The one lane bridge serving over half of the several hundred residential and neighborhood commercial parcels prevented fire apparatus and evacuees from simultaneous ingress and egress. This limitation on traffic flow created the potential for disaster.

One lane bridges also limit the ability of larger vehicles to gain access to facilitate development of land and residential parcels. The ability to develop parcels in our county is severely limited by narrow roads and one lane bridges. Adequate roads, which meet standards required by CalFire and Mariposa County will allow many new homes to be built, creating hundreds of home construction jobs. Constructing these adequate roads and bridges will create many jobs which might last for several years.

Water/Sewer Supply/System(s)

Proper infrastructure is critical for the economic success of any development project. The creation of jobs on a larger scale is limited to areas properly zoned and developed, such as neighborhood commercial/industrial and enterprise zone properties.

Since Mariposa County has established these necessary developments through the General Plan, and has made properties properly zoned, it follows that these properties should be enabled to be developed and jobs created. Many of these properties would benefit, and the creation of jobs can be expedited if the infrastructure necessary is first put into place.

Water and sewer systems are critical components of the necessary infrastructure. Small water supply systems and waste water treatment facilities will allow a larger concentration of facilities and jobs than individual wells and septic systems, and will increase the overall efficiency of industrial parks and neighborhood commercial/industrial installations.

Expand Public Parking in Historic Downtown Mariposa

EXISTING NEED: Parking in downtown Mariposa is limited. Small parking lots are scattered and inadequately paved. Sidewalk access and egress is limited or non-existent. Tour busses have inadequate space for passengers to disembark or board. The community needs

proper parking for tourists who are in their own autos and for tour busses.

PROJECT PROPOSAL: Proper Planning is required to solve the parking issues. Planning would assess the current situation compared to potential solutions including grant proposals for new parking facilities.

NEW JOBS: Permanent jobs would be created to provide maintenance of the facilities.

7. ***Biomass Facility***

Even though Mariposa County is as an underserved area, in one area the County is State of the Art: The Compost Facility is the first of its kind in California with an in-vessel composting system entirely enclosed within a building, including an air and odor control system and a water re-circulation system. The facility was also designed with an observation room to allow visitors, residents and students to observe and learn about this technology. However, funds ran out before the Woody Biomass Feedstock Yard originally planned for the facility was completed. A Woody Biomass Feedstock Yard would reduce air pollution from burning, help solve a disposal problem, recover and utilize a nature resource, and contribute to the local economy.

Co-located with the Compost Facility, the Yard would collect biomass wastes from across Mariposa County from complete fuel reduction projects as a part of a year round, reliable and sustainable supply of woody biomass. The Yard would serve as a central point for collecting woody biomass to consolidate, concentrate and distribute for economic purposes. Potential sources of woody biomass include: Yosemite National Park, Sierra National Forest, local landowners, local contractors, etc. The woody biomass would also serve as a feed stock needed for the composting process.

Initial work for this project was completed during the early stages of the Compost Facility justification process. Today the goal is to start with the work already completed, update the work for any changes required since the initial work was completed, and form a consortium of public and private partners, who could all benefit from this facility. Bringing a Woody Biomass Feedstock Yard on-line would create 3-6 full time, long-term jobs in Mariposa County.

8. ***Create a Hospitality Academy.***

This could be accomplished by harnessing existing resources available elsewhere, and unifying them under one program. For instance, a hospitality program exists at Merced College, and a food service program exists at Columbia College; partnerships with those two existing schools could bring in trainers with experience. The State of California's Employment Training Panel (ETP) has come to a temporary halt during the state budget crisis, but it could be pursued in future years. The ETP assists employers by paying for management training time for their employees (certain minimum salaries apply.). Training would be arranged by coordinating rotating teaching positions. Partnerships with other agencies will require ongoing coordination by one full time equivalent, backed by another position staffing an office, which would total 2 new full time jobs.

9. ***Reestablish a Film Commission***

EXISTING NEED: Mariposa represents a microcosm of the most important factor that lured early American filmmakers to California from the East Coast a century ago: scenic variety within a small geographic area. Mariposa today offers the stunning beauty and remarkable variety of the High Sierra (including, of course: Yosemite National Park) to productive agricultural vistas and vineyards to mixed oak/scrub lands that visually represent the iconic

grazing lands of the Old West. From high-altitude areas above timberline to foothills, from mountain stream to the raging rapids of the Merced River, from lush climax-growth forested groves to breathtaking alpine lakes, there are many private/locally-owned locations appropriate for location filming that lie outside of federal Park Service/BLM lands. In addition to its relative proximity to the Southern California film industry, Mariposa also boasts historic structures not only in the town itself, but in Coulterville and Hornitos in numbers and many other striking historic buildings sprinkled throughout the county. But the Mariposa County Film Commission is now defunct. No active solicitation is being made to Hollywood production companies. There's no one-stop location for governmental permitting, information, scouting assistance, representation of extras; no clearing house of information regarding availability of location catering, trained additional crew members, no listing of privately-owned homes or businesses open for location rental shooting. Current inquiries are directed to Mariposa County's Tourism Director, who can do an admirable job as a consultant, but it's an area outside tourism proper, and what Mariposa needs is an aggressive initiator of contact. And a fully-prepared office and staff to 'close' the deal with immediate answers to all questions a producer or shooting organization may have. In this era of CGI, location shoots are still an advantage for commercials, television and films – and in the cost analysis: far less expensive. Especially when those locations are easily reached from Los Angeles.

PROJECT PROPOSAL: Establishment of a one-stop office that works in conjunction with both public authorities and private entities. Secure a professional director already connected within the film industry. Begin an aggressive marketing campaign to Southern California production companies, advertising agencies and the creative community to showcase Mariposa's visual assets. Develop a local employee base of trained individuals ready to work as additional back-up for production in the various background disciplines from driving to catering, from simple carpentry (when allowed by union considerations) to other necessary crewing responsibilities. Establish a database of available local residents to work as (non-union) extras; catalogued by type, skills and with photo referencing. Maintain and update a database of all available in-county facilities and outdoor locations with detailed information: existing infrastructure available at each site, photo documentation, description of approximate footage/acreage and permanent contact personnel affiliated with each location. In the past, Mariposa has had (largely) passive film offices when there were film offices at all. What's needed and what would be beneficial: an aggressively pro-active film office that – rather than waiting for inquiries – would create opportunities through aggressive marketing and strong solicitation.

NEW JOBS: Jobs creation (as with a performing arts facility) would be both direct and indirectly-dependent. A fulltime Director and staff of no less than three would be necessary for proper solicitation, marketing and data acquisition/maintenance. Both permanent and transitory jobs would result: in addition to the employees staffing the film office itself, temporary hires as needed to work directly in assistant crewing of production would be needed from the local workforce; the more production occurring in Mariposa County, the more employment at any given time would result. And again: with any influx of temporary production complements from Southern California (or elsewhere) there would also arise a need for more restaurant meals served, hotel/motel rooms, gas and other ancillary economic factors. Those increased service-related needs would necessarily result in more jobs to fulfill them.

10. *Municipal Golf Course*

The Lake Don Pedro and Lake McClure communities located in the northern end of Mariposa County have developed communities around and in the vicinity of the Lake Don Pedro Golf Course. Golf course based communities are common on the American skyline and contribute to their local economies when conceived and managed economically.

When this course was fully operational it employed upwards of 35 full or part time people. The pro shop, restaurant operations, and course maintenance provided jobs at living wages. The debt incurred to construct the course and then operate it is no longer in sync with current market trends. Applying better economics of purchasing this property through the public grant application process and renegotiation of water rights with nearby lakes would create positive cash flow, resurrect an attractive destination to visitors and bolster greater residential development. Operating this course as a municipal course and the addition of educational classes and student team play will plant and grow community players for years. The trickledown economics would be measured in added jobs at all levels consistent with residential development including grocery, home construction and family support.

11. *Value Added Agricultural Products*

Agriculture production continues in Mariposa County. Currently, however, there is limited opportunity for processing raw materials to preserve and develop products for sale to consumers. Such processing would create a value added benefit for producers and consumers. Mariposa specific products [even "designer products"] distributed on a wide geographic basis would introduce this county to a wider audience.

Building upon earlier (and continuing) discussions, there are avenues to increase processing capability in the form of a USDA approved mobile meat processing facility and or a commercial kitchen. These would be mobile to address the scattered producers in the large geographic area of Mariposa County. Additionally, these mobile units could serve more than one county.

Although job creation would be seasonal and limited for this activity, adding value to agricultural products would improve the economic base of the county and its agricultural producers. The next steps, i.e. distribution of products beyond the boundaries of Mariposa County and the surrounding Sierra area could develop jobs on a permanent basis.

12. *Sports Complex*

Mariposa County is a small rural county in the foothills of central California. As a rural county it can be considered underserved in several areas. One of those areas is number of and condition of sports facilities for our youth and our visitors. The gym at the high school was built approximately 60 years ago and only holds several hundred people not to mention is not adequately heated or cooled. The County owned and operated swimming pool is not of official size therefore cannot accommodate swim meets. The State owned Fairgrounds is not affordable for most events and really only accommodates football. The High school baseball field has no lights and the track is in a location that cannot accommodate large events. The list can go on and on.

With the current facilities the County, School District or any sports league cannot draw special events to the area such as swim meets, playoffs, Special Olympics and others. The economic impact would be tremendous if we could accommodate such special events not to mention give our youth quality facilities to practice and play in. Schools and sports leagues are always looking for new venues to hold events and the few we have had followed with compliments regarding the Counties foothill setting, clean air and gracious hospitality.

Project Description: There has been some work done towards developing the "field of dreams" as it has been named. With the poor economy and tight State and County budgets the project has gone nowhere. The County does have a site of approximately 15 acres that was acquired for the sports complex but the almighty funding issue is the problem. The site could be developed to include ball fields for baseball, softball, soccer and a track. A structure would be erected to include a swimming complex and gymnasium that includes rest rooms for the public, locker rooms for the players and a concession area. Regardless of the complex being managed privately or by the County it should create several permanent jobs for management, marketing and maintenance.

13. ***Rebuild the John C. Fremont Hospital***

The hospital currently employs about 225 people, or about 186 full time equivalents, and is one of the largest employers in the County outside county, state and federal government. State law requires reconstruction of all existing hospitals to seismic standards by 2030. Building a new hospital offers the opportunity for shift of focus and expansion of services. Becoming a destination hospital would require an outpatient surgery suite, which would employ about 12 qualified people, would be attended by 2 local surgeons and 2 more local anesthesiologists, and several rotating physicians. Expanding the hospital would also allow for a new 4 bed intensive care unit, which would create 15 new jobs for skilled workers. In addition, increasing demands on the existing emergency department will lead to 3 extra positions. A destination hospital requires a cafeteria for relatives of patients. We now have 9 working in dietary, and would require 10 more. Expansion would create 3 more jobs in housekeeping, 4 or 5 new receptionists and clerks, and 2 extra senior administrators. Rebuilding and expanding the hospital would create a total of approximately 58 new positions.

14. ***Technology R&D Incubator***

Nearly every community in the country seeks to attract high-technology businesses owing to their ability to create clean, high-paying jobs. As a result, most communities offer various incentives to be competitive attracting those businesses. As a relatively small county, however, Mariposa lacks the financial resources to be truly competitive. But the area does provide one valuable resource that could make this opportunity viable in Mariposa County: neighboring University of California at Merced. One effective way to leverage this resource in a win/win arrangement would be to create a business incubator for commercializing new technologies discovered at UC Merced.

A business incubator would create new jobs in two ways. The first is the shared support staff needed to provide basic services to the start-up business. As many as six such new jobs could be created initially in marketing, accounting and administration. The second way is through the growth of each start-up business being incubated. What begins initially as a professor and a graduate student working part-time, for example, could turn into a small business that employs from 12-50 people within five years.

15. ***"Made in Mariposa"***

Agriculture and the arts have always been important to Mariposa County's economy. But these businesses are in a perpetual state of struggle. Farming and ranching have become commodity industries dominated by large corporations, which makes it difficult for the smaller farmers and ranchers in Mariposa County to compete successfully and profitably. And the stereotype of the "starving artist" remains true here as it does in many other

communities. One way to assist these businesses is a "Made in Mariposa" program that creates new and sustainable markets for their goods and services.

Jobs would be created in several ways. One is through "verticalization" of agricultural goods, particularly cattle. A meat processing plant (employing as many as a dozen people), for example, could sell beef to local restaurants and grocery stores. An exchange could be created to help local organic farmers and others to sell through these same local channels. Another way is to conduct a campaign for selling locally-produced arts and crafts to the millions of tourists visiting annually. This effort could even be accompanied by a Web-based store and/or the export of goods for sale outside the County. This would benefit existing artisans, and could attract new artists and other businesses to the community.

16. *Park/Trails for Off-road Vehicles*

Mariposa County has developed, naturally, around a seasonal tourism based economy which is driven generally by the scenic sierra foothills and specifically the Yosemite National Park. During seasons of good clear weather the Mariposa tourism industry flourishes. As the weather turns colder and eventually inclement, travelers drawn to the higher elevations that support the bulk of Mariposa's tourism dwindle during this predominant off season. To seed balance, Mariposa should look to develop activity to attract visitors in both inclement and clear attractive weather.

All terrain vehicles display a pattern of attraction to muddy, damp terrain. This visitor prefers riding all year but especially when the dust is down and the terrain has softened from rain. They are typically suburban rooted weekenders who recognize the strong family bonds which grow from activity that all members can take part in. Currently, in Mariposa County's Dade Flat area, located in and around Greeley Hill has a history of attracting ATV visitors all year around and especially in the "off season". Dade Flat is Mariposa county land which butts up to both National Forrest and Bureau of Land Management property. This visitor tends to be camping based and will support the local restaurants, fueling centers and groceries. Over recent time, a collision has occurred between National Forrest/BLM advocates moving away from the rights of citizens to use the land for all uses and those who choose ATV usage as their desired use of this land. With minimal investment, this area would be developed into a "for pay" ATV park. Clear road signage, public bathrooms, delineated camp sites and clearly marked boundaries would define this all year around park. Divisional, state and National invitational competitive events are a natural out cropping of this sport activity and would draw tens of thousands of visitors for a 3-4 day event. The jobs created directly through this park operation would be in the area of 15-30. The trickle down effects of added jobs as the local economy beef up from demand may be double this.

A secondary added benefit from this park would be an increase in relocation households moving to the area to "live where they play", similar to the communities that grow around golf courses. Currently, this migration trend is in place but will suffer incremental decline if the National Forrest/BLM advocates continue to gain strength.

17. *Artist "Colony" Concept*

EXISTING NEED: Mariposa's visual beauty has attracted artists for well over 150 years; today it has become the ultimate destination for many artists who value the area for its inspiration, the living backdrop it provides for creation, the limitless variety of scenic visual beauty to be captured and interpreted through art, or simply: the place to recharge one's creative batteries. As an economic prospect, the idea of attracting both temporary and permanent artists (visual and performance) is rewarding. But Mariposa lacks affordable

housing; even beyond the arts community, many Park Service and Delaware North (Concessionaire) employees in and outside Yosemite National Park have no options. Very highly-qualified employee candidates in lesser-paying positions find the area unaffordable and thus, individuals who might be assets to the overall community are lost. The struggling, or 'break-through' artist who may soon contribute greatly (economically and culturally) may similarly be lost.

PROJECT PROPOSAL: Creation of a physical 'village' or colony (incorporating either permanent or transitory housing, or a combination of both) in the Mariposa area would be a great benefit. There are many existing examples; perhaps none better than the century-old MacDowell Colony of Peterborough, New Hampshire (a transient program.) Taos, New Mexico is a remarkable example today of the economic impact of a permanent-occupancy colony. Across America, new artist colonies are being created in run-down inner-city redevelopment zones, in rural areas and even in brand-new developments for the benefits they bring: gentrification, culture, commerce and a creative oasis. Many plans (such as the Plaza Saltillo project in Austin, Texas) are specifically designed to boost the economy of the area: in addition to low-cost housing for artists, shops, public markets, tourist destinations, cafes and other business-related amenities are planned. Mariposa County would be an ideal location for such a plan. In a setting such as Midpines, it would prove to be an economic draw to Yosemite-bound or returning visitors with an "artists' market" offering paintings, sculpture, photography and other Mariposa-created art objects for sale in proximity to artists' studios where visitors could watch the creation of art items. With architectural integrity appropriate to a mountain environment for visual attractiveness, small shops, restaurants and of course: affordable housing with studio space would be core components. A very important aspect of such a colony would be reaching out to customers far beyond our area, and especially those who are not even present as visitors: the marketing of online/mail-order sales of product created in Mariposa but sold worldwide. Such marketing would provide for increased sales and economic bonus being returned to our area without impacting on existing infrastructure or requiring development of new physical support beyond that required by the colony itself.

NEW JOBS: Besides creating economic opportunities for artists themselves, all the support businesses that compliment the arts (especially in a small, visually restive area) would be planned within a development zone. Coffee houses, cafes, specialty boutiques, even a mail-order collective industry of "Mariposa-Made" art with a well-designed and marketed Internet presence would require many, many employees. Conservatively, even a small artists colony designed with ten permanent homes and ten transient homes for month-to-month occupation would create at least 30 new jobs, not even counting the (self-employed, self-contracted) artists themselves. The key for further jobs expansion would be marketing and selling the artworks. Collecting such artistic, 'quirky' one-of-a-kind shops dedicated to locally-produced products of all types – and even including the great attraction of a Farmers Market (featuring local organic produce) would result in even more jobs off-location, but still within Mariposa County. The possibilities are limited only by the imagination.

18. *Commercial Flights at the Airport*

The Mariposa/Yosemite airport is located on the outskirts of the town of Mariposa and approximately 45 driving miles from the Hwy 140 entrance to the Yosemite National Park. There are a minimal number of commercial and tourist based flights at this time. Lengthening the existing runway to accommodate the entry level air shuttle carriers and

support growth in 135 services (unscheduled air shuttles) which would benefit the economy in many ways.

A single existing runway at 3306 ft in length services aircraft in piston engine classes suited at this length. Some twin engine turbo prop aircraft are capable of landing but given runway length could place them at a safety threshold under take off during hot and/or fully loaded conditions. While Mariposa has 100LL fuel available, the ladder aircraft require Jet-A fuel which may require flight plans around Mariposa to include suitable refueling at another airport location.

Adding 400 foot concrete aprons to the ends of the current runway would represent a conservative growth step. While this does not increase the landing length of the runway, it will improve the safety margin for takeoff during the aforementioned threshold conditions. A better alternative would be to lengthen the existing runway for a landing accommodation length at 4000 feet. This would not only service many of the twin engine classes but is an entry into the light jet business class market and private piloted jet aircraft. A lengthened runway would place the destination of Yosemite and Mariposa within reach of a much larger number of this growing aircraft segment.

An increase in aircraft arrivals at Mariposa/Yosemite would require additional staff of 1 -3 in the first 2 years. There is interest from additional FBO operators seeking to construct a hotel, add a Jet A fuel concession and 135 service. This activity during the same time period would add 5-20 jobs in 1-2 years. The trickle down effects in the local economy could mean 10-20 additional jobs.

###