

OVERARCHING GOALS	Implementation Activity	Who is in Action
▶ Diversified, growing industries that export goods and services, bringing new capital to the regional economy and driving job growth.	County GPU (ED-P1X; ED-P2)	County Planning & Board of Supervisors
▶ A strong local economy that maximizes use of locally produced goods and services.	County GPU (ED-G2; ED-G5)	County Planning & Board of Supervisors
▶ Constant creation of new firms and jobs with living wages.	County GPU (ED-G5)	County Planning & Board of Supervisors
▶ A business climate that welcomes and nurtures entrepreneurship, business expansion and strategic community-based problem-solving.	County GPU (ED-G5; ED-G8; ED-G9; ED-G12; ED-P15)	County Planning & Board of Supervisors
▶ Quality of life that supports enjoyment of nature, small-town rural life and connection to community.	County GPU (ED-G6)	County Planning & Board of Supervisors

Strategy A: Focus resources on the challenges and opportunities of the 8 Target industry clusters.		
	Diversified Health Care Specialty Food, Flowers & Beverages Building & Systems Construction Investment Support Services	Management & Innovation Services Niche Manufacturing Forest Products Tourism
Actions	Implementation Activity	Who is in Action
A1 Continue convening leaders in Target industries to update work-plans.	County GPU (ED-P1X)	County EcDev
A2 Establish a "voice for business" as advisors to economic development and to the Board of Supervisors and others, utilizing leaders from the Target industries (like Industry Leader Council of Prosperity 2012). Initial focus on actions in this plan such as:	Designing the purpose and process for an on-going Industry Leader Council	County EcDev (WIB & HFB) and RREDC
Transportation system real needs: Receive and advise technical experts looking at a our transportation system and evaluating for most efficient methods for moving goods and people. (See E1) b Business climate: Feedback to jurisdictions on regulatory and procedure changes; orientations for permitting staff, etc. (See B2) c Promote successes and opportunities of Humboldt entrepreneurs (See B1) d Speak to youth and students about entrepreneurship and business (See B1) e Business-to-business mentoring and assisted networking (See C3)	These are sample areas for an ILC to guide. See implementation actions noted in other parts of the plan.	
A3 Collect, analyze and communicate relevant information on regional economic health		County EcDev

a	Quantify and describe the total economic impacts of the marijuana economy, recognizing costs to private and public lands, public health and safety costs, and environmental impacts so that policy-makers can be informed and advocate for solutions.	Humboldt Institute for Interdisciplinary Marijuana Research	HSU
b	Disseminate and analyze data on Target industries and economic performance (job, firm, wage growth, concentration, and occupational demand).	Economic Dashboard in design; Targets Career Bullseye; County GPU (ED-IM4X)	County EcDev; County Planning & Board of Supervisors
c	Gather, analyze and disseminate regional business confidence survey	Researching tools	County EcDev

**Strategy B: Build a community culture that understands, welcomes and nurtures business.**

Actions		Implementation Activity	Who is in Action
<b>B1 Build community understanding, support for and pride in Humboldt businesses, entrepreneurship and the profit that flows from them.</b>			
a	Regular social media, print, radio, and/or television programs that demonstrate how businesses contribute to the community of Humboldt, successes and opportunities in Humboldt business and industry	Radio show about business opportunities, successes and innovations (2nd "Thursday Night Talk" on KHSU, 7-8pm); KEET television program Wednesday nights; Humboldt Made Facebook; <i>Times-Standard</i> "Business Sense" column; After Earth Sneak Peak in June 2013 & <i>LA Times</i> article; HM Premiere Sept 7, 2013; two <i>SF Chronicle</i> articles; <i>NY times</i> article on carbon and Humboldt redwoods; Sunset Celebration weekend with RealStrongRedwood and HM businesses; RealStrongRedwood campaign	County EcDev (WIB, HFB); KEET TV; KHSU; NC-SBDC; Humboldt Made
b	Program to arrange and support business owners to speak in classrooms consistently over time	After School Academy with Biz leaders, like Humboldt Live, for high school students; Humboldt Live expanded	HCOE/Decade of Difference; Sunny Brae Middle School & McLean Foundation
c	Encourage media to incorporate positive/constructive messages about business and the Humboldt economy	Press releases about ribbon cuttings. Prosperity Partners systematically collecting stories for dissemination.	Chambers, Prosperity Partners
<b>B2 Encourage jurisdictions to collaborate and develop a supportive climate for business start-up and expansion. Suggested actions include, but not limited to...</b>			
a	Adopt a positive business climate policy that lays the foundation for community expectations, staff training, changes in policy/procedure and common measurement	Imagine Humboldt report published	HCOAG
b	Support and direct regulatory staff to participate in one or more symposia on local business and their experience in the permitting process	Synposia June and October 2013	County Planning and RREDC
c	Develop common measures/indicators of a community culture that supports business		

	Collaborate to develop, test and share successful practices, such as clear document maps/check lists for getting permits, aligning sequence of steps to permits so that it is similar from one jurisdiction to the next	Standardizing home based business definitions and language among jurisdictions codes; incorporated into County GPU	County Planning, Cities of Eureka, Fortuna, Arcata & RREDC; County Planning and Board of Supervisors
e	Send senior permitting staff to business training workshops to learn about new business start-ups, explain process, trouble-shoot	Niche Tourism business training Jan-Feb 2013	County Planning & Building
f	Increase cost of filing a protest in order to fairly acknowledge the public and business investment in the project and to encourage early-stage problem solving. (Ranges from \$1,500 to \$25,000 in communities across CA.)		
g	Require that people protesting a permit demonstrate significant community support for their protest, such as a percent of the population signing a petition.		
h	Communicate and get feedback from Industry Leader Council or other business group regarding changes		ILC reviewing
i	Develop regional solutions to serve business, such as locating industrial parks where most convenient for business and develop tax-sharing agreements and incentives to support.		
B3	Pro-actively engage community (residents and regulators) in a discussion of modern agriculture practices so that siting and expansion opportunities for Specialty Food, Flowers & Beverage businesses are better understood and supported.		
B4	Improve "welcoming" experience for visitors and residents of gateway towns, including safe pedestrian and bicycle transit, attractive signage that supports increased market potential. Include immediate business community and the arts in planning. For example, Willow Creek street trees project.	Humboldt Bay Tourism Center open June 2013; Gateway project on South Broadway; Purchase of old mill site in Orick; Grant for Blue Lake	HBTC; City of Eureka; Save the Redwoods League; Del Arte

**Strategy C: Stimulate and nurture entrepreneurship with continuing access to expertise, markets, capital and support.**

	<b>Actions</b>	<b>Implementation Activity</b>	<b>Who is in Action</b>
C1	Seek solutions and strategies to support business succession within the Target industries, so that mature business assets, serial entrepreneurs and workforce remain in Humboldt, and founders are able to retire	Projects underway to understand the scope of the problem (e.g. how many businesses, of what size) and build a set of processes/tools for businesses to use in succession planning	County EcDev (WIB & HFB)
C2	Provide training and access to capital for business start-up and expansion, based on sound operating practices, including...	Gap financing programs in place; County GPU (ED-G5)	RREDC and AEDC, HFB; County Planning & Board of Supervisors
a	Micro-enterprise and home-based business technical assistance and access to capital	Business plan assistance; micro-enterprise loans; Prosperity IDA Program in place	NC-SBDC, AEDC, County EcDev & ETD, The Job Market

b	Higher level training for established businesses	On-going...Bring in outside expertise, design higher-level local offerings	NC-SBDC, County EcDev, Humboldt Made, CR
c	High quality, cutting edge expertise in marketing	Direct-to-Consumer marketing assistance	NC-SBDC
d	Business incubation programs for Target industries	Discussions; County GPU (ED-P14)	Redwood Acres; County Planning & Board of Supervisors
e	Pre-qualify local companies for bonding (entryway to procurement) and maintain comprehensive list	Procurement Fair Feb 2013	NC-SBDC/SBDC Lead Center@HSU
f	Support mentoring that links seasoned business owners with new, growing business owners and managers	Networking events for members; Discussion of additional ways; Start-Up Cup	Humboldt Made; Community Capital group; The Link
g	Support tribal and extremely rural entrepreneurship with business counseling, train-the-trainer and expanded access to lending, like a Community Development Financial Institutions in tribal/rural communities.	Self-employment workshops in Hoopa & Klamath; Business Advisor visits Eastern Humboldt monthly and as needed	NC-SBDC
C3	Develop and support business-to-business mentoring, assisted networking to connect entrepreneurs to resources and solutions	Executive roundtables and organized support networks	Richard Burroughs - Mastermind; Mitch Glanz - Insight Strategies, Business Networking International; Humboldt Made
C4	Align regional marketing efforts of multiple organizations so that there is a clear and complementary strategy and messages across multiple agencies that promote and leverage the unique natural and cultural assets of Humboldt for local and export customers	Humboldt Marketing Roundtable March 2013; Regular meetings of Exec Dir	HCCVB, HLA, Arcata Chamber; Chambers Association
a	Support learning symposia and planning on stewardship, eco, volunteer, industry, education, cultural and arts-based tourism to inventory assets and learn what consumers want that is aligned with local values, which could result in a county-wide cultural master plan.	Niche tourism business training Jan-Feb 2013; plans to repeat in Del Norte	NC-SBDC
b	Change the name of the airport to better reflect the desired destination, e.g. Redwood or Humboldt Regional Airport	Done: "The California Redwood Coast Humboldt County Airport"; spoof videos	RREDC and County Aviation Division; Humboldt Made

### Strategy D: Decrease regulatory complexity and increase permit certainty.

Actions		Implementation Activity	Who is in Action
D1	Ready land and buildings for high value uses.	County GPU (ED-G12; ED-IM5X; ED-IM6X; ED-IM7X)	County Planning and Board of Supervisors
a	Update GIS mapping of commercial and industrial sites	Mapping land around Humboldt Bay; County GPU (ED-G12; ED-IM5X)	County EcDev/HFB, City of Eureka, Harbor District; County Planning and Board of Supervisors

<p>b Complete environmental assessments and clear contamination concerns on Brownfield sites, and provide loans and grants to assist property owners.</p>	<p>Brownfields loan program in place; scoping new grant from EPA for pulp mill site; US EPA taken over direct clean up of site; County GPU (ED-G13; ED-P16)</p>	<p>County EcDev and Harbor District; County Planning and Board of Supervisors</p>
<p>c Review all jurisdictions current zoning and municipal codes and make recommendations for updating rules in each city and county to maximize principally permitted uses on commercial/industrial land; particularly evaluate policies that help/hinder manufacturing companies ability to be successful, competitive and efficient.</p>	<p>Jurisdictions identified 15 action items on permitting procedures to update and align among jurisdictions; County GPU (ED-G8)</p>	<p>RREDC &amp; County Planning; County Planning and Board of Supervisors</p>
<p>d Make over-the-counter permits available on-line</p>	<p>County GPU (ED-G8)</p>	<p>County Planning and Board of Supervisors</p>
<p>e Designate arts and culture districts, and leverage the arts to catalyze community revitalization and provide ingredients for business innovation (such as restaurants, outfitters, specialty food, niche manufacturing, etc.), increase public safety and increase tourist draws</p>	<p>Creamery District in Arcata; ArtsPlace grant implementation for Blue Lake Industrial Park</p>	<p>Arcata Playhouse; Dell 'Arte, City of Blue Lake &amp; businesses in the park</p>
<p>D2 Complete process, infrastructure, permits and financing vehicles for commercial and industrial locations so that businesses with appropriate uses for the space can move into operations quickly. Suggested actions include, but not limited to...</p>	<p>County GPU (ED-P14)</p>	<p>County Planning and Board of Supervisors</p>
<p>a Support development of co-work spaces with common office facilities, including artist/creative live-work spaces.</p>	<p>The Link; Redwood Acres; Business stimulator project; Happy Valley project; County GPU (ED-G6)</p>	<p>Greenway Partners; Redwood Acres; Rio Dell Chamber of Commerce; City of Arcata</p>
<p>b Shared facilities, like co-packing, commercial kitchens, woodworking, etc.</p>	<p>Woodworking shared work space/equipment; Remodeled and expanded Foodworks Jefferson School transformation</p>	<p>Redwood Acres; City of Arcata; Westside Community Improvement Assn</p>
<p>c Develop a public-private wetland mitigation bank</p>		
<p>d Simplify permitting policies to encourage creative re-use of historic and existing structures.</p>		
<p>e Advocate for streamlined permit processing in the Coastal Zone as follows:          ♦Change to singular jurisdiction within the Coastal Zone, so that either a city, the county OR the Coastal Commission (CC) processes and issues permits, not both city and CC, county and CC, which is duplicative and results in conflict and substantial cost to the public and the applicant          ♦Review Coastal Zone boundaries</p>		
<p>♦Cities and county update their Local Coastal Plans</p>	<p>Landuse inventory around Bay, first step for City of Eureka to update LCP; County GPU (ED-G12)</p>	<p>County EcDev, City of Eureka; County Planning and Board of Supervisors</p>
<p>♦CC review early so that projects can be adapted and designed for compliance with the Coastal Act</p>	<p>Discussions with CC staff and board through the coastal counties association</p>	<p>Humboldt County Board of Supervisors</p>

D3	Develop infrastructure to support Specialty Agriculture in rural areas, such as...		
	a Wastewater and water facilities to allow tribal/rural development and expansion	In Imagine Humboldt report; County GPU (ED-G10 & ED-P8)	HCOAG; County Planning and Board of Supervisors
	b Irrigation to increase specialty agriculture opportunities		
D4	Support aquaculture facilities development. Suggested actions include, but not limited to...		
	a Complete regulatory review and permitting for a section of the bay so that shellfish farmers can begin cultivation	Completing pre-permitting the bay for mariculture	Harbor District
	b Complete pre-permitting steps for land-based facilities for aquaculture development	Acquired pulp mill site	Harbor District
D5	Support widespread watershed restoration to increase land and water quality for natural resources productivity	On-going, multiple projects; County GPU (ED-P4X)	Green Diamond Resource Company; Mattole Resource Council; Mad River Alliance
D6	Manage and restore lands, species and roadways for eco-tourism	County GPU (ED-P4X)	

**Strategy E: Build an "Infrastructure of Connectivity" to move people, goods and information into the global marketplace.**

Actions		Implementation Activity	Who is in Action
E1	Technically assess the transportation system, needs and opportunities for efficient movement of goods and people in and out of the county, including air (passenger and freight), rail, trucking and shipping. Engage with/report to both business leaders and elected officials through such groups as the Industry Leader Council and/or Humboldt County Association of Governments.	North State Transportation & Economy Report (16-counties); Early Feasibility on East-West	Super-HCOAG; Harbor District
E2	Include Target industry transportation needs in HCOAG Regional Transportation Plan.	Regional Transportation Plan 2013	HCOAG
E3	Advocate for STAA truck access and smoother, faster movement of goods	Hwy 299 choke points reduced from 17 to 5 Hwy 299 Buckhorn Summit project to complete Hwy 101 project at Richardson Grove proposed Hwy 101 Willits bypass in process Hwy 199 in Del Norte in process Hwy 197 in Del Norte in process	Caltrans; County GPU (ED-P9)
E4	Develop ubiquitous telecommunications connectivity and network redundancy throughout the region	\$5M for fiber on Hwy 96 connect to Hwy 299 and connecting Orleans to Klamath; County GPU (ED-G9)	Karuk Tribe; County Planning and Board of Supervisors
E5	Develop policies to support and incentivize local build out of broadband connectivity to the larger fiber optic lines, prioritizing areas with high concentration of Target industry businesses	Broadband Forum October 28, 2013; County GPU (ED-G9)	Redwood Coast Connect; County Planning and Board of Supervisors
E6	Expand and improve cell phone coverage throughout Humboldt County.		

E7	Expand air passenger service capacity and destinations to meet market demand and connectivity to national network	Recruiting additional air service; feasibility study of charter service to Oakland; County GPU (ED-P12A)	RREDC and County Aviation Division; County Planning & Board of Supervisors
E8	Support study and development of air freight terminal at ACV	Discussions; County GPU (ED-P12A; ED-IM7X)	Aviation Advisory Committee; County Planning & Board of Supervisors
E9	Develop strategic plans for aviation system to increase general aviation and commercial aviation use	In process	Aviation Advisory Committee
E10	Modernize dock, harbor and marina facilities to increase revenues, concentrate freight, and expand Target industry opportunities:	Discussions; County GPU (ED-P11)	Harbor District and City of Eureka; County Planning & Board of Supervisors
	a Logs and chips		California Redwood Company
	b Tourist-serving facilities, including cruise ships, water trails, etc.		Harbor District
	c Break-bulk shipping import and export		Harbor District
	d Marine Highway (Short Sea Shipping) as a federal designation/program	Federal definitions appear to make it infeasible for West Coast operation	

### Strategy F: Plug leaks where we are now importing materials, products and services.

Actions		Implementation Activity	Who is in Action
F1	Increase circulation of capital in local economy in the following ways...		
	a Local benefit policy for public institutions to increase use of locally-owned general and sub-contractors for construction, and professional services (such as engineering, architecture, etc.)	Researching policies for under \$100k, and how to do higher level policies and procedures; Developing worksheets for opening procurement process and triggering increased purchasing from local vendors in both public and private organizations; County GPU (ED-P2X)	County EcDev; County Planning & Board of Supervisors
	b Provide return-on-investment analysis, cost-benefit for economy of local contracting	Interviewing businesses to calculate and write about 12 "Headquarters Effect" stories	County EcDev
	c Demonstrate transparent procedures that can be implemented so that local businesses have the opportunity to compete for purchasing contracts	Document and communicate HSU purchasing policies	County EcDev with HSU intern
	d Demonstrate purchasing power of local consumers to enhance economy	Go Local Campaign	County EcDev and chambers
	e Survey businesses about goods and services they are purchasing out of the area to identify potential business opportunities and present to the community	Developing methodology	RREDC & County EcDev



f	Identify ways that local investment mechanisms can be organized	Local investing events Sept & Nov 2013; Launching investment club for Humboldt Made businesses; Seed capital event in planning	HAF, RCRA, RREDC & Humboldt Made; County EcDev
g	Increase understanding of how to contract effectively with large institutions and governments (local, state, tribal & federal)	Local procurement fair February 2013	NC-SBDC, County EcDev & SBDC NCA Lead Center
h	Increase knowledge of the expertise that lives locally.		
<b>F2 Develop and expand USDA-inspected food processing facilities and identify business opportunities, including</b>			
a	Specialty meat processing and production	Find entrepreneur or recruit Taylor Meats	County EcDev (HFB), RREDC, Redwood Acres
b	Wash/prep/cook facilities for food crops, fish and shellfish		
F3	Identify and/or develop alternative energy sources (e.g. wind, small hydroelectric, biomass)		Schatz Energy Lab; Propulsion
F4	Identify under-utilized and discarded materials and the waste byproducts of local industry (esp. manufacturing, forest products and agriculture/food production). Develop "highest and best use" opportunities for waste reduction and end-use markets with in the local economy such as reuse or as feedstock for local manufacturers.	Continued research into viability of bio-mass production	Professor Han, HSU and Schatz
F5	Support value-added manufacturing.	County GPU (ED-P3X)	County Planning & Board of Supervisors

**Strategy G: Improve regional capacity to train, attract and retain quality workforce.**

	<b>Actions</b>	<b>Implementation Activity</b>	<b>Who is in Action</b>
G1	Seek solutions and methods to grow the pool of leadership talent (e.g. senior management, general managers, chief financial officers and marketing executives) to grow Target industry companies	Targeted training for incumbent workers	County EcDev/WIB, SBDC
G2	Provide career information on demand occupations in the Target industries for all ages	Bullseye Handout; Career Mapping tool online	County EcDev/WIB, Decade, CR, Hoopa Tribal Education
G3	Align disciplines, vocational opportunities and certifications with local workforce needs and occupations of opportunity.	Creating Business & Industry Liason position; conversations to align offerings in process among institutions; Second analysis of CR curriculum and Target occupations underway; incorporated into County GPU (ED-G7)	HCOE, CR & HSU; CR; County Planning and Board of Supervisors
G4	Articulate programs from high schools to College of the Redwoods to Humboldt State University	Academy of the Redwoods; convening partners; CC directive to focus trade & technical, transfer and basic skills	CR and Fortuna Union High School; County EcDev/WIB; Community College Chancellor's Office



G5	Enhance and promote on-line distance learning opportunities, acquiring degrees and/or certificates, particularly in rural learning centers to overcome travel distance obstacles		
G6	Stimulate and support new entrepreneurship among youth, students and career adults	Youth Business Plan Competitions, HROP Entrepreneurship curriculum, Lemonade Day	HCOE, Economic Fuel, RREDC, NC-SBDC, AEDC, CR
G7	Recognize value of dependent care to a workforce and support initiatives to increase access to affordable, quality dependent care (e.g. child and elder care)	County GPU (ED-P5)	Work-Life Alliance, First 5 Humboldt, WIB and AEDC; County Planning & Board of Supervisors
G8	Support apprenticeship training and ways for Humboldt to be an apprenticeship training center	On-going targeted training for entry-level and dislocated workers transition to new career field	County EcDev/WIB
G9	Provide resident quality of life and tourist-serving amenities, such as land and water trails, rehabilitation of historic and culturally significant buildings and sites, streetscape beautification and public art programs.	Renovate and restore Carson Block Building; John Campbell Memorial Trail under consideration; Highway 101 Corridor Trail; incorporated into	NCA Indian Development Council; City of Fortuna; Caltrans; County Planning and Board of Supervisors
G10	Encourage art education and academic art programs to emphasize community engagement, heritage awareness and entrepreneurship to increase community benefits.	Arcata Creamery District	
<b>CAREER ADULTS</b>			
G11	Develop a program for integrating new talent and their spouses into the community and work opportunities	Prototype cohort of spouses	AEDC, HSU
G12	Develop ways to help people who grew up here or graduated HSU to "Boomerang" back, connect to jobs, businesses		
G13	Stimulate and support career adult entrepreneurship (from career to business owner), building on Economic Fuel model and Corvallis, OR model	Start-Up Cup	The Link
<b>COLLEGE STUDENTS</b>			
G14	Deliver the workforce knowledge/skills needed in the Target industries in HSU and CR curriculum and through class projects, internships and work experience for students	Business & Industry Liaison	HCOE, HSU & CR
G15	Provide institutional, structured process to support student-business internships (e.g. definition of project and timeframe, supervision, etc.) so that the management burden is reduced and the quality of experience enhanced	Internships; project to increase FAFSA completion; attendance at college/career night doubled 2012 to 2013	HSU School of Business; HCOE; HCOE
<b>YOUTH</b>			
G16	Provide age-appropriate, meaningful opportunities for youth to learn about practical economics (e.g. markets, small business, personal financial management) and potential careers earlier (not waiting till High School Junior or Senior year), such as "Humboldt Live"	Program to increase FAFSA completion; Design for high school-level "Humboldt Live"; college guarantee program	HCOE/Decade of Difference

<p>Support career technical training in high school and community college (e.g. plumbing, welding, mechanics, truck drivers, electronic technicians, etc.) and applied academic learning meet industry standards and demand for skilled trades</p>	<p>Aligning advisory groups for career tech for K-12 and CR; incorporated into County GPU (ED-G7)</p>	<p>HCOE, CR; County Planning and Board of Supervisors</p>
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<p><b>Guide to Acronyms:</b>          AEDC = Arcata Economic Development Corporation          CCRP = CA Center for Rural Policy at HSU          County EcDev = Humboldt County Economic Development Division, which includes industry cluster strategies, the Headwaters Fund, the Workforce Investment Board, the Brownfields revolving loan funds.          County ETD = Humboldt County Employment Training Division of DHHS          County GPU = Humboldt County General Plan Update          County Planning = Humboldt County Planning &amp; Building Department          CR = College of the Redwoods          Harbor District = Humboldt Bay, Harbor, Recreation &amp; Conservation District          HBTC = Humboldt Bay Tourism Center          HCOE = Humboldt County Office of Education</p>	<p>HCCVB = Humboldt County Convention &amp; Visitors Bureau          HFB = Headwaters Fund Board          HM = Humboldt Made          HSU = Humboldt State University          IDA = Individual Development Account (program where participants save and train on business skills, then receive matching funds to their savings for investment in their business.)          NCAHEC = North Coast Area Health Education          NC-SBDC = North Coast Small Business          RCAA = Redwood Community Action Agency          RCRA = Redwood Coast Rural Action          RREDC = Redwood Region Economic Development Commission          TJM = The Job Market          WIB = Workforce Investment Board</p>
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