

# **Strategy Sessions**

## **CEDS Strategy Group**

Prosperity Center (520 E Street, Eureka)

### **Agenda July 20, 2018**

#### **1. Open (9 a.m.)**

- Introductions
- Agenda Review

#### **2. Review CEDS Process & Purpose of Meeting**

The purpose of the CEDS is to build capacity and guide the economic prosperity and resiliency of our region. It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success.

- Tourism Work Plan Exists
- Arts and Culture Workplan may be needed
- Primary focus today is intersection of the two as Economic Drivers in Humboldt County.

#### **3. Challenges and Opportunities**

- Review Identified Challenges and Opportunities
- Add/ edit lists (true, not true?)

#### **4. Identify related/ supportive efforts (9:45 a.m.)**

#### **5. Strategies (10 a.m.)**

- Review
- Add
- Prioritize

#### **6. Identify infrastructure projects to support strategies**

#### **7. Close (by 11 a.m.)**

## Summary-

### Tourism & Arts/Culture

After the original Targets of Opportunity 2007 study was completed, feedback from the community focus groups indicated a strong interest in understanding the role of Tourism in the region's economy. Though Tourism does not meet all the criteria of the Targets of Opportunity, it was recognized as a major economic driver for the region with a strong competitive advantage.

Primary draw: Redwoods & California Coast.

Arts and Culture—National competition is fierce, but Arts and Cultural activities are strong secondary draws/attractions in region, leading people to stay longer, spend more dollars, and create exposure and opportunity for artists.

Each year, approximately 1.5 to 2 million visitors come to County, spend approximately \$70 million (2016 estimate, about ½ in Eureka) and stay an average of 2.7 days (old data).

**Targets of Opportunity** industry clusters demonstrate the greatest opportunity for the region's residents and together exhibit a combination of:

- Expanding opportunity (job and/or firm growth)
- Job quality (wage growth)
- Improving competitiveness (strong or growing specialization, concentrated employment)
- Career potential (job opportunities at entry, mid, and high wage levels)

## Challenges (mostly shared with other industries)

### Workers

- Low wages compared to cost of living
- Lack affordable housing
- Insufficient qualified workforce
  - Attract and retain
  - Lack needed numbers (bodies)

### Community/Culture

- High rates substance abuse, mental illness and poverty in communities
- General lack of communication and collaboration between sectors and communities (won't work together, silo'd- lack of understanding of shared interests/ needs)

### Business Infrastructure

- Geographic isolation, one county region, limited resources
- Poor and aging infrastructure —lose or fail to attract visitors because of
  - Lack broadband
  - Lack transportation (Air service, poor/closed roads)

### Lack of County/Community Cohesion

- Lack of regional strategy/plan

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## Strengths and Opportunities

### Environment

- Beautiful and diverse natural environment
- Natural resources
- Historic and culturally significant architecture

### Community Culture

- Rural culture, “small town” atmosphere; Less people, traffic, lines, slower pace
- Creative residents, high number of artists

### Artistic and Cultural Assets

- Eureka Arts District
- Symphony
- Theaters
- HSU/Center Arts, Fulkerson Recital Hall
- Arkley Center Arts

### Industry Culture

- Strong leadership and innovation
- Diverse entrepreneurial network
- Maker culture/ innovative and creative residents
- Humboldt Made
- Culture of cooperation and collaboration

### Infrastructure

- Regional airport (LAX Connection)
- Humboldt State University and College of the Redwoods
- Non-Profits focused on Arts and Culture

### Workforce

- “Push” pressure brings people here
  - Climate
  - Economic refugees (leaving higher cost areas)

### Opportunities for Partnerships

- Arts and Tourism
- Alternative Agriculture
- Industry folks can openly
  - work together
- Collaborate with municipalities

## **Current Efforts to Support Tourism, Arts, Culture (as Economic Drivers)**

- Eureka as Arts District with related activities
- Humboldt County Convention and Visitor's Bureau- on-going promotion
- Ink People support of multiple projects
- Actively recruiting cruise ships
- Active Film Commission
- Active Arts Association (Details?)

## **Strategies**

### ***1. Create a cohesive regional brand & plan to promote Tourism & the Arts***

- Utilize a new industry model to
  - bring towns together
  - promote industry partners
  - collaborate on skills/ideas

### ***2. Review Tourism Cluster Work Plan***

### ***3. Work with the Alternative Agriculture Industry to Develop Tourism Opportunities.***

- Humboldt County's natural environment, alternative agriculture culture, outdoor activities, and local markets have a lot to offer for tourism.
- Promote a brand that incorporates the alternative agriculture industry
  - *Follow a similar path as Napa Valley does with their wineries.*

## **Appendix:**

CEDS.Appendix.Tourism.F1.2018.0904~~CEDS.Appendix.Tourism.AltAg.F1.2018.0904~~

### **Current Efforts to Support Tourism, Arts and Culture**

There are a number of initiatives designed to support Tourism, Arts and Culture in the Community. These include

- A Eureka Strategic Arts Plan, which includes
  - Eureka as Arts District with related activities (i.e., Friday Night Market)
  - Mural Fest
  - Opera Alley Strategic Plan (40 projects)
- Humboldt County Convention and Visitor's Bureau's on-going promotion
- Ink People support of multiple projects
- Active recruitment of cruise ships
- An active Film Commission
- A Culture Asset Plan for the City of Arcata and Arcata Creamery District neighborhood arts with connection to the Marsh
- Rio Dell/Eagle Prairie Arts Activities
- Grass roots international artistic support through the Ink People (10 events)
- Ferndale Repertory -Theater National project
- Fortuna Multi-Generational Center arts and culture activities offered for youth through seniors
- Dell Arte International School of Physical Theater
- Blue Lake is developing an industrial/mixed used area focus specialty food and beverages, arts and crafts, etc.
- Musician Julie Fulkerson is developing a website to highlight local classical music events
- Arcata is renovating a visible historic home which will
  - Showcase renovation potential
  - Inspire other renovations
  - Assist in educating building owners about the Mills Act, which offers incentive to preserve historic buildings
- The city of Eureka -Historic Preservation Committee is developing a website of all historic buildings that will offer suggested tour routes.

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- Focus is Building, Attracting & Retaining Industry in Humboldt County

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#### ***7. Close (by 11 a.m.)***

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## **Challenges (mostly shared with other industries)**

### **Workers**

- Low wages compared to cost of living
- Lack affordable, quality housing
- Insufficient qualified workforce
- Limited executive and management talent
- Businesses don't work with existing workforce to train and support, won't evolve business processes to adjust for younger, less traditional workforce
- Inability to integrate incoming spouses (culture, career, amenities)

### **Community/Culture**

- High rates substance abuse, mental illness and poverty in communities
- General lack of communication and collaboration between sectors and communities (won't work together, silo'd- lack of understanding of shared interests/ needs)
- Resistance to change
- Resistance to growth (needs to be defined) or desire for growth, but undefined/conflicted

### **Business Infrastructure**

- Geographic isolation, one county region, limited resources
- Land with barriers to development (commercial and residential)
- Competition for limited prime commercial property
- Poor and aging infrastructure –lose or fail to attract industry because of
  - Lack broadband
  - Lack transportation (goods and people)
  - Water, sewer

### **Lack of County/Community Cohesion**

- Lack of regional strategy/plan
- No pre-disaster planning
- Lack of focus, policy, and sales strategy (what are we and what do we offer?)- don't have clearly developed and articulated "product", to attract businesses and residents

## **Strengths and Opportunities**

### **Environment**

- Beautiful and diverse natural environment
- Natural resources
- Historic and culturally significant architecture

### **Community Culture**

- Rural culture, "small town" atmosphere; Less people, traffic, lines, slower pace
- Creative residents, high number of artists

### **Artistic and Cultural Assets**

- Eureka Arts District
- Symphony



- Theaters
- HSU/Center Arts, Fulkerson Recital Hall
- Arkley Center Arts

#### **Tourism**

- Brings new people into region, potential new entrepreneurs and workforce

#### **Industry Culture**

- Strong leadership and innovation
- Diverse entrepreneurial network
- Maker culture and creative residents
- Humboldt Made
- Culture of cooperation and collaboration

#### **Infrastructure**

- Regional airport (LAX Connection)
- Humboldt State University and College of the Redwoods
- Aqua-culture- have infrastructure

#### **Workforce**

- “Push” pressure brings people here
  - Climate
  - Economic refugees (leaving higher cost areas)
  - Mobile workers-
- Interest in creating career pathways , increasing retention of workforce

#### **Opportunities for Expansion and Partnerships**

- Arts and Tourism
- Housing
- Healthcare
- Cannabis
  - Industry folks can openly work together & collaborate with municipalities
  - Manufacturing
  - Testing
  - Value added
  - Tourism

#### **Emerging Industries**

- Alternative energy
- Deep water port/harbor

### **Current Efforts to Build, Attract and Retain Industry in Humboldt County**

- Slingshot
  - Medical Career Pathways

- Trades Academy
- Housing Forum, related efforts
- Eureka's increased emphasis on the Arts, multiple initiatives

## Meeting Notes

### 1. Challenges

- Last five years been building "it" - have ability to create products and services but don't know who to take to next level, help grow and thrive ; can launch but not grow
- Big players (Google, etc.) interested in area but we need links to capture missing – tools to promote area and assets, interconnect
- Messaging- need to focus on future growth, branding
- Need storefront and distribution lines
- Need vision for future- now focus on cannabis, needs to be bigger, broader than that, focus on the positive, out assets
- Many not touched by prosperity- struggling
- No jobs, limited recruitment methods used, need to connect better for opportunities.
- Few high tech opportunism
- Youth are returning but bringing different cultural norms/expectations and values back with them, there is judgement, reaction against new ideas/change; fear of change
- Have fear of outsiders "how long have you been here?"
- Inability to envision a future different than the past, need more millennials in meetings, to help drive decision making and dialogue, with futuristic view,
- Have insufficient workforce (bodies) aging workforce not being replaced with inflow
- Good changes are not recognized and celebrated, harder to recognize, need strategy to share success stories.
- Lack resources/tools to expand local business, need easy online tool, ease ability to do business, transaction processes, lots of local small businesses, need easy way to capture local and tourist dollars, basic hours, etc, hard to find.- need tool
- Lack fiscal knowledge, financial literacy
- Social isolation, lack of opportunities for collaboration, cross-fertilization between industries
- Narrative: "no opportunities" perpetuated in schools/hsu, taught where you learn is not where you work, to achieve/succeed is to leave, to come back means failure – need to counter this local culture
- Diversity and inclusion- minorities fear applying for jobs, fear/concern no opportunity for them
- Biz can promote inclusion, geographic isolation, community segregation (Fortuna vs. Arcata) don't look for employment/opportunities outside home community
- Lack of communication re: business partners with resources, programs, training, agencies don't communicate their offerings well or with each other to find partnerships, address gaps and avoid redundancies
- There are opportunities but aren't recognized because less traditional (tech jobs in health care)
- Outside recruitment is difficult, wages are consistently low
- Need to explore- can businesses pay more? If can, change approach, teach how to reallocate spending , old habits, poverty mentality or biz owners use excess for personal gain,
- Costs going up, wages don't,

- Small business economy (60% employers have 4 or fewer employees), harder to absorb increased costs
- Turnover costs \$1,600 each time- so paying one way or another...
- We need to decide where we want to be and how to get there, focus on economic success

Note from Randy: economic growth is tied to workforce. Shortage of workforce will affect economic growth

## 2. Strategies/Opportunities

- Create on-line co-op of local goods
- Broadband, need to identify target market/users
- Create value chains
- ID supply and value chains—what do we need to build and strengthen assets?
  - Broadband
  - Food
  - Energy
  - Cannabis, tourism
  - Aquaculture
- ID type of businesses/industries we can be competitive in, develop and present offer, package that meets industry needs, aggressively recruit
- Foster Cultural shift – currently feel entitled to control businesses that come in and how they operate
- Improve gateways into communities
- Recognize Redwoods as international attraction- creates branding opportunities- “welcome to Redwood country”
- Cannabis same, cross promote with Redwoods, unique selling proposition, “get high and see the redwoods”
- 46% of folks in airport are travelers, find out who they are, why they’re here, what they want, how long they stay- figure out how to make it longer; flyers stay longer at destination than drivers
- Subsidize summer flights to increase traffic into area; as an economic development strategy- use to recruit new workforce/residents
- Have open ag land, produce products that meet many local needs, capitalize on ‘go local’ movement, draw for area—but also address food deserts, like SoHum, East County
- There is a strong desire to collaborate and change the negative narrative.
- Increase housing density, walkability to appeal to younger, older, all residents
- Capitalize on Uber, other tech that make rural living easier
- Find common language (housing shortage, affordable, etc.)
- Simplify CEDS, clear vision and shared goals
- Address crime, safety issues, blight- increase density to organically address this
- Create community pride and pressure to make improvements, clean buildings, address blight; need to help locals see problems (get use to it, don’t see/realize problems), population centers
- Restoration is inspiring more improvement
- Address Broadway / down town blight- owners are afraid to address, spend money and then have loss
- Strategy: coordinated beautification project at population centers, public spaces, clean, makes for happy people
- Homelessness-not either or, can address blight before “fixing” homeless problem
- ID efforts and who is involved, create local opportunity vs. going out of area?
  - Develop supports, avoid redundancies

- Increase visibility of positive activities, increase tolerance of challenges
- Address child care accessibility issues
- Link social services to economic development- health, education, industry- all tied together
- Strategy—create regional ombudsman-
  - ID and address barriers to creating value chains
  - Free up capital
  - Coach businesses through challenges
- “We’re here for Humboldt”
- Large capacity broadband/ google tech is coming
  - Need to build ability to take advantage of coming opportunities
  - Need community collaboration and vision
  - Not using capacity we have
  - Locals need to understand possibilities and how to take advantage and position ourselves
- Build capacity to identify and take advantage of emerging technologies- like broadband- and address risk aversion
- Brand area- redwoods, offshore wind, etc.
- Foster prideful image of community-

### ***Tribes***

- 10 federally recognized tribes, 11 tribal govts.
- Have active projects
- Need to recognize as vibrant, active contributors to community and economy
- Invite increased participation- tribal chairman’s association
- Go to them, invite them into processes early,
- Tribes are doing CEDS, see how to integrate with County CEDS
- Spotlight efforts, gaming, hospitality

### ***3. Efforts***

- Eureka Chamber developing business incubator, Jan-March 2019
- Workforce Weekend- AEDC, March 2019
- Young Entrepreneurs Incubator SBDC, WIP
- Main Street SBA, conversion loans to help businesses convert to employee-owned, may help increase earnings opportunities for employees- education will be offered as part of problem
- Nursing program-if comes back, could open door to other opportunities
- HSU- question-are they responsible for answering local workforce or state workforce needs?
- Eureka Chamber- business and Education committee hosting Sept. event with employers and educators to identify and address gaps
- Fly Humboldt- RREDC, ongoing
- Housing Forum-
- ADU conference- in
- ID and utilize vacant properties- develop industrial uses
- C-F, public space and housing, WIP
- Leverage opportunity zones throughout county—tax breaks
- City of Eureka is developing child care facility for staff and community

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- FRCS, offering more assistance to families, looking for opportunities to serve in community
  - Food for people, Capital Campaign- HUB- services beyond food
  - Medical residency program St. Joes and Open Door- need to talk about how to retain the residents.
  - Nurse practitioner program- happening
  - Dental program – happening
  - Blue lake has a sustainability and development plan- economic driver- energy
  - Wind- in Humboldt, international coup
  - Need to strengthen “lifeline” sectors-food, water, transportation, communication/It, energy
  - Technology is being developing , need to support
  - Possible for Humboldt to be zero carbon county- first
  - Opportunity for tourism, sustainability
  - Industry culture, opportunity for young entrepreneurs to capitalize on new tech/ developments
  - BL- also working on workforce training and innovation center
  - Low carbon resilience
  - Zero carbon marketplace
  - New technologies, known for microgrids,
  - Humboldt County innovators
  - Recognize that tribes are driving innovation.
  -

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*Revised Agenda Time*

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## Summary-

### Initial Focus on Targets of Opportunity

The Targets of Opportunity include the following industry clusters:

- Diversified Health Care • Specialty Food, Flowers, and Beverage • Building and Systems Construction • Investment Support Services • Forest Products • Niche Manufacturing • Management & Innovation Services

### Tourism & Timber

While neither Tourism or Timber meet all the criteria of the Targets of Opportunity, both industry clusters are major economic drivers for the region, offer significant regional opportunities and exhibit strong competitive advantage.

## Challenges (mostly shared with other industries)

### Workers

- Low wages compared to cost of living
- Lack affordable, quality housing
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- 

**Strategies to address challenges, capitalize on opportunities**

# Industry Group Invite List

Page 1 of 1

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# INDUSTRY STRATEGY GROUP

## SWOT

### The Question-How do we retain, expand and attract Industry to Humboldt County

#### Strengths

- Forest Products – Lumber and Value added Wood Products
- Tourism – Traditional tourism based on the Redwoods, the Coast and Historical Properties
- Cannabis – Legalization of the Cannabis Industry is changing the County in multiple ways
- Arts & Culture – Recognized Worldwide
- Information Technology – A rising industry with a strong foothold
- Aquaculture/Mariculture – Aquaculture is typically related to freshwater and Mariculture to seawater
- Alternative Energy – Primarily wind (on and off shore) and solar (zero carbon status)
- Specialty Foods – Traditional fisheries, dairy and dairy products, beef, flowers, specialty farm products
- Education/Research – HSU higher education and CR with noted workforce training programs; and Research especially Schatz Energy Research Center
- Niche Manufacturing
- Fresh water supply
- Diversity of base industries
- Resilient citizenry

#### Weaknesses

- Intermodal transportation –
- Isolated economy, cost of getting in and out –
- Burdensome Regulation –
- Difficulty in recruiting medical/dental practitioners
- Uncertain Regulation in Cannabis Industry –
- Lack centralized mechanism in most industries to represent the Region as a whole
- Poor coordination between Tribal and non-Tribal entities, silo'd
- Lack of affordable Housing
- Level of homelessness and drug and crime problems
- Poor roads and need for beautification projects

## Opportunities

- Large capacity broadband - Digital 299 Project
- Clear recognition of competitive Regional strengths to build upon
- Growing aquaculture and mariculture
- Port expansion and redevelopment
- New worker Retraining programs
- Growth in cannabis industry – manufacturing/tourism/branding
- Recognition internationally as “Place to Visit”
- Graduates who want to live here and start their own businesses/entrepreneurship

## Threats

- Natural disasters and lack of planning to respond – Economic Shock
- Limited resources
- Recession vulnerable industries (housing and tourism)
- Old attitudes – overcoming negativity
- Transportation corridor disruptions and deterioration
- Inability to recruit professional workforce, especially in medical/dental fields
- Continued lack of overarching organization/leadership Regionally
- Increased/unpredictable regulatory changes
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# CEDS Scoping Meeting

Leadership Team

July 6, 2017

## Assumptions and Questions

We are going to make minimal changes to the overall CEDS document, including keeping the focus on the 8 industries identified in the updated Target of Opportunity Report.

The project list will be developed by RREDC Board. Do these have to be infrastructure projects? Current CEDS has list of infrastructure projects but I don't see how many of them connect with the goals and strategies. We want CEDS update to be project based so the projects should be directly linked to the goals and strategies. Suggestion at RREDC meeting was to expand project boundaries to include projects that may take more than 5 years to complete.

We will need to communicate/market the CEDS update process. Why participate? Why is this important? Who can we use to create hype and excitement?

What is best way to share survey results?

## The Work

1. Plan the Process – there are three ways to go...
  - a. Meeting based
    - i. One meeting for each of 8 industries plus two community meetings
    - ii. The purpose of the meetings would be to conduct SWOT analysis and develop goals and strategies to grow each industry
    - iii. Hiring a consultant to develop meeting agenda, elicit participation, facilitate and analyze results
    - iv. RREDC board identifies project list
  - b. Survey based
    - i. Develop comprehensive surveys instead of the 8 industry meetings. We could have different survey for each industry. We will still need 2 community meetings.
    - ii. Hiring a consultant to develop surveys or borrow survey questions from other jurisdictions who have used this method. Results will need to be analyzed.
    - iii. RREDC Board develops project list. Again, making sure this had direct correlation to goals and strategies developed.
    - iv. Conduct follow-up interviews to delve deeper into issues raised in survey.
  - c. Combination of a & b – survey and couple of meetings.
2. The Budget
  - a. Status of grant application
  - b. Contingency plan if no grant awarded
3. The Who
  - a. The WDB Executive Board can serve as the Strategy Committee (required by CEDS to be multi-representational)
  - b. We are the Leadership Team so far. Who else should join? Having someone who can help with data collection and marketing would be favorable. We would hire consultants

## July 6, 2017 Leadership Team Notes

### Process

The framework of our process will be to collect public input through a community survey. The survey should be well distributed to reach all populations, including Spanish speaking communities. The survey will be "open" for a month. Analyze data collected from survey to identify high priority issues across industries.

The survey will be followed by organizational and business interviews to provide further input.

Conduct community meeting to build on, and gain support for, highest priority issues.

Draft document. Host second community meeting to present draft document.

### Timeline

- July – Convene Leadership Team. Develop and finalize process (which will likely evolve over time). Test approach with RREDC and WDB Executive Committee. Develop work plan for communication and survey development.
- August - ?

### Highlights

We are building on the work completed during the last CEDS update.

The document will be issue-based not cluster-based, so no one is left out. Create an ideal environment for EcDev to happen.

Process will identify 3-5 common issues across industries. These may be big issues not fixable within 5 year timeframe.

Identify the 3 P's for each issue: Policy changes necessary, Physical Infrastructure needed, Program Implementation (this still needs refinement)

We should continually report out to RREDC Board and WDB Executive Board

Cindy is inviting Randy Weaver, Steve Kimberling and Connie Stewart to join Leadership Team

Leila will speak to Patrick Cleary about joining Leadership Team.

## CEDS Scoping Meeting

Leadership Team

July 6, 2017

and plan the process and document. We would make recommendations to the Strategy Committee. Optimal number is 8-10 members who meet every couple weeks.

4. The other question I have which may or may not need to be added here – is Leila taking on anything specific or just part of the Leadership Team?

## July 6, 2017 Leadership Team Notes

### Process

The framework of our process will be to collect public input through a community survey. The survey should be well distributed to reach all populations, including Spanish speaking communities. The survey will be "open" for a month. Analyze data collected from survey to identify high priority issues across industries.

The survey will be followed by organizational and business interviews to provide further input.

Conduct community meeting to build on, and gain support for, highest priority issues.

Draft document. Host second community meeting to present draft document.

### Timeline

- July – Convene Leadership Team. Develop and finalize process (which will likely evolve over time). Test approach with RREDC and WDB Executive Committee. Develop work plan for communication and survey development.
- August - ?

### Highlights

We are building on the work completed during the last CEDS update.

The document will be issue-based not cluster-based, so no one is left out. Create an ideal environment for EcDev to happen.

Process will identify 3-5 common issues across industries. These may be big issues not fixable within 5 year timeframe.

Identify the 3 P's for each issue: Policy changes necessary, Physical Infrastructure needed, Program Implementation (this still needs refinement)

We should continually report out to RREDC Board and WDB Executive Board

Cindy is inviting Randy Weaver, Steve Kimberling and Connie Stewart to join Leadership Team

Leila will speak to Patrick Cleary about joining Leadership Team.





CEDS ad-hoc Meeting Agenda  
 April 30, 2018  
 10 – 11 am, Prosperity Center

Time	What	Who
10:00	1. Opening and Updates: <ul style="list-style-type: none"> <li>• Approx. 18,000 surveys were sent to PO Boxes</li> <li>• Approx. 9% return</li> <li>• 68 stakeholder interviews have been completed and transcribed</li> <li>• Timeline to finish</li> </ul>	Cindy Connie
10:10	2. Review preliminary data	Connie
10:30	3. Next Steps include focus groups. Two options for focus group approach: <ul style="list-style-type: none"> <li>➤ Focus on 8 Targets industry clusters, plus arts – 9 meetings</li> <li>➤ Focus on top themes/topics and invite across industry and appropriate other agencies/stakeholders – most likely 5 meetings</li> </ul>	Cindy Lynette
10:45	4. Identify how to approach identifying focus group participants	All
10:55	5. Infrastructure Projects	Gregg
11:00	6. Next Steps	All