

# Economy

## Business Environment

### Goal E-1

A welcoming and supportive environment for businesses to grow, thrive and continue to contribute positively to Eureka's economy. (New)

- E-1.1 Business Friendly Environment.** Work to remove both real and perceived barriers to development and continually reinforce a business friendly reputation by ensuring:
- a. Helpful, well-trained, knowledgeable, and accountable staff;
  - b. Clear and understandable requirements;
  - c. Flexibility to adjust to unique circumstances;
  - d. Reasonable and fair fees;
  - e. Streamlined City administrative and regulatory processes that reduce inefficiencies, overlap, and time delays;
  - f. Simplified development review processes for small-scale changes to in-process or previously approved site/building plans;
  - g. Continuous evaluation and modernization of City regulations and procedures
  - h. Consistent implementation of a philosophy where projects are evaluated based on intent of a policy or standard and not just on strict interpretation; and
  - i. Consistent interpretation and implementation of City rules and regulations. (New)
- E-1.2 Predictability and Engagement.** Ensure that the City's regulations and processes provide for predictable, fair, efficient and cost effective development decisions that encourage collaborative community engagement. (New)
- E-1.3 Fee Competitiveness.** Annually evaluate City fees, special assessments and taxes, user charges, and utility rates for new and existing businesses to maintain competitiveness with other communities in the region. (New)
- E-1.4 Zoning Incentives.** Consider a "Zoning Incentives and Concessions Program" (which may include flexible development standards, shared parking, fast-track processing, etc.) to facilitate development or re-use of chronically vacant, underutilized, or other key sites by high-employment generating uses, uses that generate significant city revenue, and/or high value-added businesses. (New)

- E-1.5 Targeted Development Incentives.** Establish in the zoning code a permit with associated procedures to approve modifications to zoning code development standards and general plan policies. The intent of these incentives is to facilitate development or re-use of chronically vacant, underutilized, or other key sites. (New)
- E-1.6 Fee Competitiveness.** Provide incentives for private reinvestment in underutilized commercial areas where adequate infrastructure exists. (New)
- E-1.7 Loan Programs.** Expand and Improve Revolving Loan Fund and other business loans, micro loans, and other measures to support entrepreneurs and new business development. Encourage staff training and strengthened relationships between the City and professional small-business lending institutions (e.g. Arcata Economic Development Council and, Redwood Region Economic Development Commission) to ensure that Economic Development Staff can choose successful businesses, administer loans effectively, and provide excellent ongoing support. (New)
- E-1.8 Image Management and Quality of Life.** Collaborate with community stakeholders to encourage the ongoing beautification of Eureka's visitor serving areas and to address issues such as blight, homelessness, drug abuse, and vagrancy that adversely affect quality of life, the City's image, and the local business environment. (New)
- E-1.9 Business Improvement Districts.** Assist local merchants and property owners, when requested, in forming and maintaining business improvement districts to promote economic development through marketing, special events, physical improvements, enhanced maintenance, and other activities which benefit the businesses within the district. (New)
- E-1.10 Support Local Business Organizations.** Build long-term partnerships with organizations and programs that assist local businesses, disseminate information, emphasize buying local. Encourage these organizations to provide input on City services and development review/permit processes, collaborate on economic development activities, and promote Eureka as a great place to do business. (New)
- E-1.11 Regional Organizations.** Continue to actively participate in and support regional economic development programs and organizations to promote local businesses, leverage City resources, and maximize regional collaboration for economic development. (New)
- E-1.12 Training.** Collaborate with Humboldt County's Economic Development Sector, Humboldt State University, College of the Redwoods, local school districts, trade organizations, the Chamber of Commerce, industry leaders, and other workforce development partners to provide advanced education, vocational training, retraining, and continuing education to enhance workforce job readiness. Focus training opportunities on Humboldt County's most recent Targets of Opportunity clusters. (New)

- E-1.13 Funding Sources.** Identify and pursue grants and other federal, state, and local funding sources to support economic development planning, programs and projects. (New)
- E-1.14 Revitalization.** The zoning code may establish a Community Revitalization and Investment Authority, Enhanced Infrastructure Financing District, or other similar mechanisms to facilitate the planning and financing of infrastructure improvements, economic development activities, brownfield redevelopment, and affordable housing. The zoning code may authorize these mechanisms to offer flexible zoning incentives. (New)
- E-1.15 Front Counter Coordination.** Improve coordination between front counter planning staff and economic development staff by referring potential new and expanding business opportunities to the economic development programs available in the City. (New)
- E-1.16 Economic Development Strategic Plan.** Regularly revisit and revise the City-wide Economic Development Strategic Plan. (New)

## Business Development

### Goal E-2

Robust and well-coordinated communication and outreach system to business and industry leaders. (New)

- E-2.1 Relationships.** Host regular meetings with major employers to discuss current operations and to provide information on City services. Maintain close links between City Manager, Director of Development Services, and business and industry leaders to monitor business conditions and identify issues in which the City may be of assistance. (New)
- E-2.2 Recognition Program.** Create a program to recognize employers that create high-quality jobs and/or make significant contributions to the quality of life in the community. (New)
- E-2.3 Communication.** Use the best available technology for communication, such as social media, newsletters and websites as a means of communicating economic development goals, initiatives, incentives, and successes to local businesses and the community at-large. (New)

### Goal E-3

Abundant opportunities to facilitate the establishment and expansion of key job and revenue generating uses within the City. (New)

- E-3.1 Targeted Industries.** Promote the retention, expansion, establishment, and recruitment of businesses and high quality jobs in key industries that build on Eureka's competitive advantages and community assets as identified in the

City's Economic Development Strategic Plan. Use the Humboldt County "Targets of Opportunity" industry clusters and other targeted industries to inform City areas of focus. (New)

- E-3.2 Potential Development Inventory.** Coordinate with local realtors and other stakeholders to regularly conduct a thorough inventory of vacant and underutilized land designated for commercial and industrial uses and identify opportunities for predevelopment studies (i.e., Phase I analysis, site assembly, right-of-way improvements) which could be completed by the City or the private sector to facilitate development of key sites. (New)
- E-3.3 Business Retention Program.** Maintain an open dialog with businesses that are at risk or are considering relocation; provide assistance when feasible such as development and implementation of an on-going proactive business retention program that addresses issues affecting all business sectors, supports existing businesses, and fosters expansion. (New)
- E-3.5 Business Incubators.** Facilitate the establishment of both public and private business incubator facilities and/or a business incubator program through public-private partnerships and through collaborative partnerships between Humboldt County, local economic development organizations, the Chamber of Commerce, Humboldt State University, and College of the Redwoods. Business Incubators that target start-up businesses are eligible for zoning incentives as may be required to encourage their development. (New)
- E-3.6 Business Attraction Program.** Create a Business Attraction Program that identifies optimal markets on which to focus, assists businesses in locating in or relocating to Eureka, and attracts development that diversifies the local economy and produces higher-wage jobs. (New)
- E-3.7 Data Management.** Complete an annual analysis of suitable growth industries that will diversify and strengthen the local economy. Also conduct annual inventory of existing industries and businesses in order to provide early warning of businesses that are at risk and/or are considering relocating outside of the City. (New)
- E-3.8 Interim Uses.** Support pop-up businesses, phantom galleries, community displays and other temporary uses in vacant or underutilized buildings to reduce vacancy rates, incubate new businesses, and enhance activity. Allow shorter term building and land uses, including interim uses on sites located in the coastal zone and areas potentially affected by sea level rise and combine or reconfigure properties not appropriate for development. (New + Policy 1.C.4)
- E-3.9 Expanded Office-Based Business Sector.** Maintain and expand the City's role as the region's primary center of professional and business services such as attorneys, realtors, architects, engineers, investment specialists, and other office-based businesses and institutions. (New)
- E-3.10 Regional Industrial Center.** Strengthen Eureka's role as a regional manufacturing and industrial center for a variety of industries, such as niche

manufacturing, water-based manufacturing, aquaculture, mariculture, seafood processing, artisan and craft manufacturing, and specialty food and beverage manufacturing. (New)

- E-3.11 Expanded Healthcare.** Identify and implement strategies to expand the healthcare sector and establish Eureka as a destination for healthcare and support efforts to create physician residences and training programs. (New)
- E-3.12 Expanded Arts Economy.** Promote the establishment, development, and expansion of arts-based and arts-related businesses, including the Strategic Arts Plan. (New)
- E-3.13 Regional Co-Packing and Bottling Facility.** Explore options for facilitating the creation of a regional co-packing and bottling facility that would support and expand the specialty food and beverage manufacturing sector. (New)
- E-3.14 Non-Coastal Dependent Industrial Land.** Continue to explore locations to provide a supply of sites for by-right industrial development located outside of the Coastal Zone with access to necessary transportation routes and infrastructure. (New)
- E-3.15 Development of Contaminated Properties.** Work with property owners, regulatory agencies, and other stakeholders to facilitate the cleanup, remediation, and containment of environmental contamination of properties and the subsequent redevelopment of those underutilized properties that are hindered by contamination. Give special emphasis to waterfront properties. (New)
- E-3.16 Targeted Revitalization Areas:** The zoning code shall establish Targeted Revitalization Areas which are comprised of chronically blighted, vacant, or underutilized sites, or nonconforming sites or uses incompatible with planned surrounding uses. Targeted Revitalization Areas are intended to be small focused areas that comprise one or more parcels that are scattered throughout the City. Zoning Incentives may be authorized to facilitate the rapid conversion of these areas to planned uses. Larger Revitalization Areas may be established through the Specific Plan and overlay zone process as outlined in the zoning code. (New)

#### Goal E-4

Abundance of thriving industries operating on well-utilized waterfront industrial lands and bayfront facilities. (New)

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- E-4.1 Coastal Zone.** Maintain flexibility to accommodate a range of long-term and interim uses within the coastal zone reflective of the regional overabundance of undeveloped coastal dependent land, Eureka's limited inventory of remaining non-coastal developable lands, market opportunities, and economic needs. (New)

- E-4.2 Port Coordination.** Coordinate land use planning and economic development activities in the vicinity of the Port of Humboldt Bay with the Humboldt Bay Harbor, Recreation, and Conservation District (HBHRCD) and Humboldt County. (Modified portion of Policy 1.A.3)
- E-4.3 Cold Storage Facility.** Work with the HBHRCD, private land owners, and other stakeholders to secure a site and funding for the construction and operation of a commercial cold storage facility. (New)
- E-4.4 Dock A and Dock B at Marina Way.** Redevelop and promote the city-owned docks at Marina Way as modern multiple-purpose facilities that could combine a cruise ship terminal with a break-bulk/container cargo terminal and fishing facilities. (Modified portions of Policies 1.M.4 & 1.M.5)
- E-4.4 A Well-Regulated Cannabis Industry.** Maintain regulations for an evolving cannabis market; protect health and safety while allowing cannabis commerce that is consistent with our community vision. (New)
- E-4.5 Research Facilities and Vessels.** Promote and support new development or redevelopment of dock facilities and adjacent shoreline sites to facilitate marine-related scientific research.

## Infrastructure

### Goal E-5

Infrastructure to meet the needs of existing and future businesses and industries.

- E-5.1 Access, Infrastructure and Services.** Ensure that convenient access to major transportation facilities, adequate utility and telecommunications infrastructure, and sufficient public services are available and/or programmed to support commercial and industrial areas. (Modified Policies 1.M.8 & 1.M.12)
- E-5.2 Alternative Goods Movement.** Support the expansion of a range of transportation options for goods movement, including heavy rail connectivity, highway improvements, port and maritime shipping facilities, and air passenger and freight facilities and services. (New)
- E-5.3 Port of Humboldt Bay.** Work with the HBHRCD to preserve and, where feasible, improve and expand upon existing port facilities and infrastructure, including consideration of programs that may expand demand for port facilities. (New)
- E-5.4 Dredging:** Continue to dredge and take other appropriate measures to maintain channel depths adequate to support a vibrant working waterfront and recreation uses along the bay. Dredging should maintain access to CDI zoned lands, docks, marinas, and boat ramps. (New)
- E-5.5 Fishing and Boating Facilities.** Protect and, where feasible, upgrade facilities serving the commercial fishing, recreational boating, and aquaculture industries. Provide the commercial fishing industry with priority use of maritime

docking, fueling, storage and related infrastructure west of C Street and on Woodley Island. (Modified Policy 1.L.11)

- E-5.6 Tide Land Leases.** Periodically re-evaluate the terms of tide land leases to promote reinvestment in waterfront infrastructure and amenities. (New)
- E-5.7 Wastewater Treatment Capacity.** Ensure that the City's Wastewater Treatment Plant has sufficient capacity to meet the needs of industrial and agricultural users. Wastewater capacity shall be sufficient to support the planned growth of breweries, dairy manufacturing, and other high impact users. (New)

## Tourism and Regional Visitation

### Goal E-6

Highly-effective, Eureka-centric marketing and branding strategies that maximize return on investment, increase visitation and visitor spending, and thereby increase TOT revenue and sales tax revenue.

- E-6.1 The Eureka Brand.** Develop and strategically market the Eureka brand and coordinate with regional and statewide marketing efforts to promote a positive image of Eureka to prospective visitors and businesses. (New)
- E-6.2 North Coast Eco-Tourism Gateway.** Brand Eureka as a gateway to north coast ecotourism destinations such as Redwood National Park, the rugged north coast beaches, wild and scenic river rafting, mountain biking, and other similar eco-tourism opportunities (New).
- E-6.3 Year-Round Tourism Destination.** Encourage increased year-round and multi-day tourism by promoting Eureka as a cultural-tourism destination rich in local architecture, history, dining, arts, and entertainment and by promoting and developing Eureka as an ecotourism and adventure tourism destination with activities such as bay kayaking, the Eureka waterfront coastal trail, Zoo, and forested city-parks (New).
- E-6.4 Visitor's Center.** Promote and partially fund a cutting-edge and innovative Visitor's Center near Old Town that fully or partially generates its own revenue while simultaneously increasing the number of days that visitor's and tourists stay in Eureka as well as increasing spending and sales tax generation (New).
- E-6.5 Visitation by Local and Regional Residents. Combat the trend of on-line shopping and** increase spending in Eureka through the development of "shop local" campaigns and other related marketing efforts targeted at residents that live in Eureka, nearby cities, and the surrounding region. For residents of the other population centers in Humboldt County, promote Eureka as a family-friendly destination for weekend day-trips and holiday shopping excursions (New).

**E-6.6 HSU Student Spending.** Identify and implement strategies aimed at attracting significantly greater visitation to Eureka businesses by HSU students living outside the City. (New).

**Goal E-7**

Well-funded and maintained tourism-related assets, infrastructure, and events that provide year-round and multi-day activities for visitors and tourists.

**E-7.1 Tourism Assets.** Protect and maintain existing recreation and tourism assets (such as the Waterfront Trail and boardwalk), and encourage the development of additional recreation and tourism businesses and industries (New).

**E-7.2 Parks and Recreation Funding.** Commit to stable funding for the Parks and Recreation Department with the intent of keeping the City's parks, trails, landscaping, street trees, and other related facilities modern and well-maintained (New).

**E-7.3 Events.** Solicit, encourage, support, expand, and promote a diversity of major multi-day events and minor special-interest events in order to showcase Eureka and increase tourism (New).

**E-7.4 Strategic Street Closures.** Explore the feasibility of temporary closures of block-long streets to vehicular traffic in order to facilitate vibrant pedestrian plazas; eventually explore permanent closures based on results of temporary closures. (Modified 1.B.4)

**E-7.4 Manufacturing Tours.** Promote and expand the burgeoning market of "Manufacturing Tours" as exemplified by breweries, chocolate makers, and other similar facilities (New).

**E-7.5 US 101 through Eureka.** Work with Caltrans to beautify and enhance the physical infrastructure of Broadway, 4<sup>th</sup> Street, and 5<sup>th</sup> Street and work with property owners and businesses to create attractive buildings and storefronts on these same streets in order to make these primary thoroughfares more vibrant and visually appealing to tourists and visitors (New).

**Commented [RH2]:** ESA to include margin note referring to LU polices associated with "Pedestrian-oriented Design" and "Existing Buildings and Sites."

**E-7.6 Wayfinding Signage and Digital Wayfinding.** Provide widespread, user-friendly wayfinding systems that direct visitors to various mobility options, parking locations, and local destinations. Explore range of creative wayfinding systems that are delivered through a variety of traditional signage formats and non-traditional formats such as technology-based mobile applications. (New)

**E-7.7 Zoo Expansion.** Identify and pursue funding sources to implement the Sequoia Park Zoo Master Plan, including the envisioned Canopy Walk (New).

**E-7.8 Old Town Alleys.** Work with property owners and business owners to fund and implement the Opera Alley Visioning Plan and other similar projects in Opera Alley, Snug Alley, and Pioneer Alley (New).



- E-7.9 **Strategic Arts Plan.** Regularly update and pursue funding sources to implement the projects prioritized in the Strategic Arts Plan (New).
- E-7.10 **Arts and Culture.** Expand and promote performing and visual arts through programs, facilities, and arts-based infrastructure that will support tourism and otherwise contribute to the retention and creation of job opportunities. (New).
- E-7.11 **Murals.** Encourage and assist in the development and maintenance of murals to enliven blank walls in the Core Area. (Existing 1.C.7).
- E-7.12 **Tourist Activities.** Promote the development and expansion of tourist activities such as boat tours, carriage rides, and trolleys in the Core Area. (Modified 1.E.2).
- E-7.13 **Cruise Ships.** Evaluate the market for commercial cruise ship visitation and assess in relation to the anticipated cost of required infrastructure improvements (New).
- E-7.14 **Waterfront Hotel.** Attract and facilitate the development of a large hotel on the waterfront that will draw new visitors to businesses in the Core Area and throughout the City (New).
- E-7.15 **Tourism Data Management.** Work with local businesses and tourism-related organizations to establish a data management system that tracks and monitors tourism-related data with the intent of informing tourism-related investments and tourism-related policy decision-making (New).
- E-7.16 **TOT Reinvestment.** Establish a data-driven revenue reinvestment program for transient occupancy tax (TOT) generated revenue. Program would reinvest some TOT revenue back into tourism-related assets, infrastructure, events, and marketing with the intent of continually increasing TOT revenue (New).

## Fiscal Resilience and Efficiency

### Goal E-8

Sustainable fiscal management practices that strengthen the City's ability to provide essential public services and a high quality of life. (New)

- E-8.1 **Fiscal Impact Analysis.** Require a fiscal impact analysis to be conducted in conjunction with the review of proposed zoning and General Plan amendments to document effects on the City's economic and fiscal condition. Incorporate project mitigation as appropriate to maximize benefits, minimize costs and ensure the City's long-term fiscal health. (New)
- E-8.2 **Equitable Cost Sharing.** Develop and maintain an up-to-date development impact fee program to ensure that new development pays for its fair share of infrastructure, public and community facilities, and the incremental operating costs it imposes on the City. (New)

- E-8.3 Public Facilities Financing and Phasing.** Update the multi-year Capital Improvement Program that links General Plan and Economic Development Strategic Plan priorities with the annual budget process. (New)
- E-8.4 Revenue Generation.** Encourage the establishment and expansion of local businesses and development of commercial uses and other types of property with high assessed valuation and those that generate new sales, use, and transient occupancy tax revenues. (New)
- E-8.5 Financial Assets.** Manage the City's financial assets in a sound and prudent manner, and establish systems to monitor the City's fiscal performance through financial controls, audits, and budgeting. (New)
- E-8.6 Revenues and Services.** Balance projected revenues with sustainable levels of public services, including adequate reserves and replacement funds. (New)
- E-8.7 Development Agreements.** Use development agreements as appropriate to secure required financing, improvements, and other benefits from proponents of large-scale development projects. (New)