

**NOTE: THIS WORKPLAN IS UPDATED ON AN ONGOING BASIS**

**Tourism Cluster Goal 1 – Improve the Humboldt County Tourism Product.**

**Rationale:** The Humboldt County tourism industry will grow if the visitor experience is improved. This may include presenting our destination in new and exciting ways; appealing to targeted interest markets; creating more customer value and satisfaction; encouraging longer stays and addressing factors that negatively impact tourism.

**Strategy 1A: Repackage Existing Tourism Assets.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Create all-inclusive travel packages	HCCVB	Accommodations	Requires a partnership with lodging owners
ii. Develop heritage niche market product	HCCVB	Tourism Cluster	
iii. Develop bird watching niche market product	HCCVB	Tourism Cluster	
iv. Develop architecture niche market product	HCCVB	Tourism Cluster	
v. Bundle similar events into “Mega-events”	Local Chambers	Tourism Cluster	
vi. Leverage major events into “destination events”	Tourism Cluster		
vii. Create a museum passport program	HCCVB	Museums “Reach”	
viii. Create a theatre passport program	Tourism Cluster	Theatres	
ix. Create a “Redwoods Parks Passport”	HCCVB	Tourism Cluster	A partnership with state & national parks

**Strategy 1B: Encourage Development of Major Tourism Attractions.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Humboldt Bay Excursion Train	NCLIA		
ii. Redwood Coast Aquarium	Tourism Cluster		

iii. Blue Ox Craftsman’s Village	Tourism Cluster	Blue Ox Millworks	
iv. Timber Heritage Museum Complex	REACH	NCLIA	
v. Eureka Tall Ship			
vi. Redwood coast Bird Trail			
vii. Victorian Home Museum	Historical Society & Eureka Heritage Society		
viii. Redwood Park Lodge			
ix. Humboldt Bay Hike, Bike & Boat Trail	Existing Agency Group		
x. Humboldt Botanical Gardens	Existing Non-Profit		

**Strategy 1C: Develop New Tourism Products with Industry Clusters.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Agri-tourism (farm stays, food production, u-pick, markets)	Agri Cluster	Tourism Cluster	
ii. Factory tours/manufacturers	Mfg Cluster	Tourism Cluster	
iii. Education opportunities/events	Educ Cluster	Tourism Cluster	
iv. Lumber mill tours, demo forests	Timber Cluster	Tourism Cluster	
v. Artist studio tours	Arts Cluster	Tourism Cluster	

**Strategy 1D: Improve the Humboldt County Visitor Experience**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Improve appearance of abandoned buildings	Local Gov’t & Chambers		
ii. Focus on litter and graffiti control	Local Gov’t & Chambers		
iii. Provide insulation from panhandling and “street people”	Local Gov’t & Chambers		

iv. Expand hours of operation for shops and restaurants	Chambers & Local BID		
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**Tourism Cluster Goal 2 – Expand Marketing of Humboldt County Tourism.**

**Rationale:** While Humboldt County is well positioned to benefit from current travel trends, we face stiff competition from destinations that are closer to major markets. However much we improve our tourism product, the industry will grow slowly unless the cluster achieves a new level of marketing investment, coordination and sophistication.

**Strategy 2A: Increase Investment in Tourism Marketing.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Arrange dedicated funding to HCCVB based on TOT collections	Local, City, & County Gov't	HCCVB & Private business owners	
ii. Encourage chambers to increase tourism marketing budgets	HCCVB	Tourism Cluster	
iii. Encourage greater private sector spending on marketing	HCCVB	Private Sector	
iv. Investigate feasibility of a tourism business improvement district	HCCVB	Private Sector	
v. Investigate other funding sources including grants, commissions	HCCVB		

**Strategy 2B: Leverage Spending with Cooperative and Regional Marketing.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Coordinate coop advertising with chambers, etc.	HCCVB	Tourism Cluster	
ii. Encourage alignment under Redwood Coast Brand	HCCVB	Tourism Cluster	
iii. Partner on consumer and group travel shows	HCCVB	Tourism Cluster	
iv. Coordinate consistent marketing messages	HCCVB	Tourism Cluster	
v. Partner with neighboring destinations on suitable projects	HCCVB	Tourism Cluster	

**Strategy 2C: Improve Marketing Communications with In-County Visitors.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Develop & distribute day-tour itineraries	HCCVB		
ii. Develop & distribute weekly event listings			
iii. Widen distribution of visitor brochures	Tourism Cluster		
iv. Increase and promote visitor information centers	Local Chambers	Private Industry	
v. Investigate low-power radio to broadcast visitor information			
vi. Investigate cable television tourism channel	HCCVB		
vii. Develop & distribute local audio tours			
viii. Develop/enhance visitor gateways at Arcata, Orick, Garberville, Willow Creek and Airport	Gateway Chambers		

**Strategy 2D: Develop Relationship Marketing Program.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Capture information on current visitors			
ii. "Mine" information on past visitors			
iii. Conduct market research on visitor behaviors			
iv. Create products and offers for repeat visitors			
v. Develop new marketing communication channels			
vi. Create mechanisms for feedback			

**Strategy 2E: Develop Wholesale Travel Distribution**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Develop commissionable products for travel agents			
ii. Create products & services for tour operators			
iii. Create packages for online wholesalers (Travelocity)			

**Strategy 2F: Penetrate and Saturate Humboldt's Core Drive Market.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Conduct research to identify markets of opportunity	HCCVB		
ii. Coordinate a sustained, multimedia campaign	HCCVB		
iii. Conduct direct marketing campaigns (mail, online)	HCCVB		

**Strategy 2G: Increase Activity in Key International Markets.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Focus on Germany	HCCVB		
ii. Focus on Britain	HCCVB		
iii. Focus on Canada	HCCVB		

**Strategy 2H: Improve Humboldt tourism marketing on the internet.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Develop websites for all key attractions	Each industry cluster		
ii. Establish consistent links – a Humboldt web ring?			
iii. Strive for better quality & professionalism of sites			
iv. Increase investment in web promotion			

**Strategy 2I: Expand Marketing to Cruise Line Industry.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Increase active involvement with the Cruise the West coalition	HBHD		
ii. Invest in quality collateral materials	HBHD		
iii. Coordinate shore arrangements/activities	Eureka Main Street		

**Tourism Cluster Goal 3 – Help Improve the County Tourism Infrastructure.**

**Rationale:** A variety of issues present industry-wide challenges that cannot be addressed by a single business or organization. These issues directly impact the Tourism Cluster’s ability to develop and market Humboldt County tourism products. Most significant are issues affecting transportation to our isolated destination.

**Strategy 3A: Support Efforts to Improve Road Transportation.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Highway 299	Tourism Cluster	Private Business	
ii. Highway 101	Tourism Cluster	Private Business	

**Strategy 3B: Support Efforts to Improve Air Transportation.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
	Tourism Cluster	Private Business	

**Strategy 3C: Support Efforts to Maintain & Improve Natural Resources.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Optimize river flows for recreational fishing and boating	Tourism Cluster	Private Business	
ii. Funding for county, state & national park attractions and facilities	Tourism Cluster	Private Business	
iii. Increase coastal access and recreation opportunities	Tourism Cluster	Private Business	

**Strategy 3D: Increase the County’s Internet Bandwidth.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>

**Strategy 3E: Support Efforts to Improve Cruise Ship Facilities.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>

**Tourism Cluster Goal 4 – Enhance Tourism Business Opportunities & Workforce.**

**Rationale:** A prosperous Tourism Cluster is one that empowers entrepreneurs to risk capital in the visitor industry. While steps are taken to improve the tourism business climate, the cluster can also implement strategies to improve employee job satisfaction..

**Strategy 4A: Encourage Entrepreneurship in the Tourism Industry.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Mentoring of new tourism entrepreneurs	NCSBDC, RREDC, HCCVB		
ii. Research and disseminate “best practices” information	HCCVB		
iii. Create a repository of tourism business opportunities/ideas	BIZ NET, HCCVB		
iv. Support access to startup capital			
v. Provide assistance with business plan development	NCSBDC		
vi. Encourage use of local business support services	NCSBDC, BIZ NET		

**Strategy 4B: Improve the Tourism Business Climate.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Streamline licensing process	Local Gov’t		
ii. Reduce insurance costs	Gov’t, Chambers		
iii. Reduce regulatory burden	Government		
iv. Protect from unreasonable litigation	Gov’t, Chambers	Tourism Cluster	
v. Provide tax incentives	Local Gov’t		

**Strategy 4C: Provide Hospitality and Customer Service Training.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Provide “What to do” training for front-line staff			

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ii. Develop cross-training for public lands staff	HCCVB		USDA Grant project
iii. Support Customer Service Academy	CR		
iv. Support Food Service Management Training	CR		
v. Support development of tourism professional degree program	CR, HSU		
<b>Strategy 4D: Stabilize the Tourism Workforce.</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
i. Build shoulder season and off-season demand	HCCVB, Tourism Cluster		
ii. Improve pay and benefits for tourism workers (especially for those with hospitality training/certification).	Tourism Cluster		