

Redwood Region RISE

Working Lands and Blue Economy Activation Plan

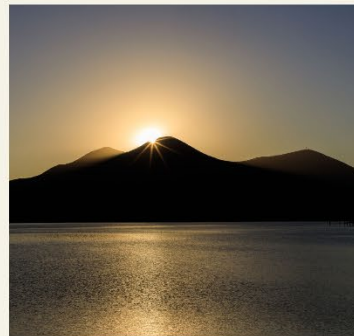


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Executive Summary

Working Lands and Blue Economy: Regeneration Rooted in Place

The Redwood Region’s forests, farms, and fisheries are more than resources—they are the living foundation of community, culture, and climate resilience. From mountain rangelands to the Pacific coast, our region is uniquely positioned to advance a regenerative Working Lands and Blue Economy (WLBE) model that restores ecosystems, revitalizes rural communities, and fosters inclusive economic growth.

This Activation Plan outlines a regional coordination framework serving producers, processors, port authorities, Tribal communities, and value chain innovators across agriculture, forestry, and ocean-based industries through five interconnected strategies:

- **Expand and Integrate Markets:** Activate infrastructure and branding to strengthen regional value chains and promote locally grown, caught, and made products.
- **Build Collective Capacity:** Formalize sector-specific networks and partnerships to align resources, share data, and amplify impact across forestry, fiber, food, and fishing.
- **Enhance Workforce and Community Resilience:** Launch training pathways in restoration, processing, ocean sciences, and construction with a focus on priority communities and future-oriented skills.
- **Promote Rural Innovation:** Incubate scalable green businesses, invest in digital access and co-ownership models, and catalyze entrepreneurship rooted in stewardship.
- **Advance Research and Pilot Projects:** Partner with educational institutions and Tribal leaders to generate data, test sustainable business models, and expand the region’s innovation ecosystem.

Anticipated Impact

Our vision is a regenerative economy rooted in place—where working lands and waters provide climate solutions, food security, and meaningful livelihoods. Expected outcomes by August 2026 include:

- A workforce pipeline that equips 200 individuals with skills for forest, water, and coastal resilience, with at least 50 placed in family-sustaining jobs.
- Launch of 20–35 new agricultural, food, or green manufacturing businesses.
- Infrastructure revitalization across Noyo, Humboldt, and Del Norte harbors, supporting a 25% increase in tourism and commercial fishing revenues.
- A four-county food hub network improving market access for over 100 producers.
- Pilot deployment of scalable building typologies, wool and timber product development, and kelp or blue carbon projects.

Progress will be measured through economic, ecological, and equity indicators—including job creation, revenue growth, regional collaboration, and resource stewardship.

Regional Partners

This Activation Plan is developed by West Business Development Center as the Sector Investment Coordinator, in collaboration with Catalyst Awardees such as Forest WRX (Wildland Restoration for Social, Economic, and Environmental Sustainability) Alliance and North Coast Growers' Association (NCGA), as well as the Noyo Ocean Collective, which received California Jobs First pilot project funding. Partners span Tribes, educational institutions, harbor districts, economic development agencies, conservation nonprofits, and local producers. From sustainable forestry and ocean science to rural housing and meat processing, this coalition exemplifies cross-sector resilience.

This living document reflects the Redwood Region's commitment to cultivating a future where our working landscapes and seascapes are generative, equitable, and enduring. It will evolve alongside community needs, climate realities, and collaborative learning as we forge a regenerative path forward.

As a living document, this plan will evolve as the work advances. Mary Anne Petrillo, Working Lands and Blue Economy Sector Investment Coordinator—and the team at West Business Development Center—will collaborate with the Redwood Region RISE Collaborative, Sector Advisory Council, and community partners to conduct semi-annual comprehensive reviews, with the next revision scheduled for February 2026. These updated versions will be shared publicly to ensure transparency and community engagement.

Redwood Region RISE Shared Values

1. Our work contributes to the good of the community and the good of the environment.
2. Our educational (training) opportunities align with our regional needs.
3. We advocate for equitable access to resources to ensure our region is economically resilient.

Our Cross-Cutting Principles

These cross-cutting principles will be woven into the various programs and policies created by this sector table. They will be used as a guide for decision-making to ensure alignment with our regional economic goals as specified in our [Regional Roadmap](#):

- **Economic Resilience:** Our aim is to build resilience in California's northern rural economy by investing in sectors essential for long-term growth and stability in the Redwood Region.
- **Equity and Inclusion:** We will ensure that the benefits of economic recovery are distributed equitably across communities, including historically marginalized groups.

- **Innovation and Adaptation:** Despite limited resources, our region has demonstrated innovative capacity, creating resilient and long-lasting economic growth by adapting to changing market conditions.
- **Partnerships and Collaboration:** Collaboration is central to our planning, involving government agencies, private sector interest holders, non-profit organizations, and community groups to leverage resources and expertise effectively.
- **Sustainability and Environmental Stewardship:** Our region exemplifies the nature and stewardship economy, adhering to principles of regenerative and sustainable approaches.
- **Workforce Development:** We aim to enhance the skills and capabilities of the local workforce, ensuring they succeed in both legacy and emerging industries.
- **Investing in Infrastructure:** Investments in critical infrastructure, such as transportation, energy, and digital infrastructure, are essential to supporting economic recovery and growth in rural northern California. We will advocate for every county in our region to secure funds for improved infrastructure.

Introduction of Working Lands and Blue Economy Sector

The work presented in this Activation Plan was completed by Redwood Region RISE's Sector Investment Coordinator Mary Anne Petrillo and the team at West Business Development Center.

The Working Lands sector encompasses the region's vital agricultural and forestry industries. Farms, rangelands, and forests in the Redwood Region are essential for producing food, fiber, and timber—critical goods that sustain both the local and state economies. The Blue Economy sector harnesses the vast potential of the region's ocean resources, including marine research, wind energy, and the protection of critical marine ecosystems.

Sector Prioritization

The Redwood Region's Working Lands—spanning Tribal Lands, Del Norte, Humboldt, Lake, and Mendocino Counties—play a vital role in California's natural resource economy. With over 3.5 million forested acres (CA FRAP, 2023), the region supports active timber, biomass, and conservation efforts. Humboldt County leads the state in timber harvest, producing 20% of California's volume and 30% of its value (CA DFFRP; UM BBER, 2016), while Mendocino reports high-value stumpage at \$407/thousand board feet (2021) (Mendocino County, 2021). Lake County is emerging in biomass utilization and forest stewardship (CA Forest Biomass Working Group). Collectively, the region's farms generate over \$560 million annually (county crop reports, 2021–2023), led by Mendocino and Lake, which contribute over \$300 million in crops—particularly wine grapes, representing 3% of state volume and 5–7% of market value (Lake County, 2022; Mendocino Wine Alliance, 2023; USDA NASS, 2022). Even small-scale operations, like the Arcata Community Forest, generate consistent returns (\$500K–\$700K/year) (Wikipedia). Combined with Timber Yield Tax revenues (CA DTFA), these lands anchor the rural economy and offer scalable models for sustainable development, climate resilience, and ecosystem-based innovation.

The Redwood Region's Blue Economy, spanning 280 miles of North Coast shoreline, is essential to sustaining coastal livelihoods and advancing California's climate and economic goals. Anchored by Dungeness crab fishing (\$37.4 million annually) and oyster aquaculture (\$17.4 million, 12% of state production) (CA DFW; CA Aquaculture Committee), the region blends marine tradition with innovation. Institutions like Cal Poly Humboldt's CFORT lead oceanographic research that informs fisheries management (CPH Marine Lab), while nonprofits such as the Noyo Center for Marine Science, The Nature Conservancy, and Reef Check spearhead large-scale kelp forest restoration. Through the *Help the Kelp* campaign (Noyo Center), over 2 million purple urchins have been removed from hotspots like Noyo Bay and Albion Cove, enabling significant bull kelp recovery (Reef Check; TNC; MendoVoice, 2022). As climate pressures grow, investments in fisheries, aquaculture, marine research, and restoration are critical to ensuring food security, regional trade, and long-term coastal resilience in Northern California.

Operating Structure

Sector Investment Coordinator: Oversees the Working Lands and Blue Economy (WLBE) initiatives, ensuring alignment with regional and statewide economic and sustainability goals. Responsible for high-level strategy, partnerships, and securing public-private funding. Facilitates cross-sector partnerships in the Redwood Region, and fosters synergies among diverse (non-profit) organizations and the business community. Unites the Blue Economy initiatives (ocean research, aquaculture investments, and traditional commercial fishing). Convenes Sector Advisory Council and Steering Committee.

Working Lands Lead: Tracks projects on regenerative agriculture, sustainable forestry, and value-added processing. Leads collaborations with local farmers, forest managers, and businesses.

Blue Economy Lead: Tracks projects on ocean research, aquaculture, and working waterfront revitalization and commercial fishing. Coordinates with coastal communities, fishing industry interest holders, and research institutions.

Contracted Technical Staff (as needed): Sustainability Specialists: Provide expertise in regenerative practices, habitat restoration, and sustainable forestry or aquaculture.

Economic Development Analysts: Analyze market trends, assess economic impacts, and identify growth opportunities for value-added industries.

Key partners include (but are not limited to):

- *Forest WRX Alliance* – Combines private, non-profit, academic, Tribal, and government partners to create social, economic and environmental stability through forest management and innovative use of forest by-products to produce value-added products for the market.
- *Harbor Districts* – Noyo Harbor District (California Jobs First Pilot Projects Fund recipient), Humboldt Bay Harbor District (Dept. of Transportation recipient), Crescent City Harbor District (State and Federal Grant recipient) focus on infrastructure renovations to modernize and sustain the multimillion-dollar industry for the north coast.

- *North Coast Growers Association (NCGA)* – fills gaps in critical food infrastructure, workforce development, and connection to resources of the North Coast region's agriculture and fishing industries. NCGA coordinates a network of community-owned and operated businesses that will improve access to locally grown, raised, and caught food.
- *Noyo Ocean Collective* – The City of Fort Bragg, Noyo Center for Marine Science, Noyo Harbor District, West Business Development Center, and Mendocino College commit to working towards the creation of a vibrant maritime economy on the Mendocino coast.
- *Trees Foundation* – Supports over 30 grassroots partner groups protecting the forests, rivers, and wildlife of California's North Coast, promoting climate resilience through healthy land stewardship, carbon sequestration, and community preparedness for wildfires, drought, and other climate impacts.

Resourcing Across the Strategies

Our region has long been marginalized in the State of California's economic planning frameworks, resulting in decades of underinvestment that is visibly reflected in the deterioration of vital infrastructure, including our ports, transportation corridors, and forestlands. Despite these challenges, our region continues to experience increasing visitation, driven by its vital role in California's emerging Nature Economy.

Currently, there is insufficient data to fully quantify the investment required for restoration, workforce training, and the development of critical facilities within this sector. This lack of clarity underscores the urgent need for comprehensive assessments to inform scalable and sustainable solutions.

To address the disparities and unlock the region's full economic potential, a diversified funding approach is essential. This includes leveraging state and federal programs, attracting philanthropic capital, and mobilizing community-based investment initiatives. Strategic public-private partnerships will also be crucial to amplify resources and accelerate project implementation.

State leadership and investment will play a pivotal role in catalyzing innovation and economic inclusion for communities that have historically been excluded from mainstream economic opportunities. By aligning regional priorities with California's climate and equity goals, we can create a compelling case for sustained investment in regenerative development and inclusive economic growth.

RRRISE Catalyst Awardees representing Working Lands and Blue Economy Sector:

- Career Pathways: Fire, Forest, Fish & Facilities (\$1,127,936.08)
- Developing a Climate Forward Workforce and Innovation Pipeline for Forest and Community Resilience (\$718,988.66)
- Carving a Legacy: Tribal Traditions, Woodworking, and Workforce Development (\$740,907.00)
- Connecting Local Mass Timber Production to Regional Housing and Building Needs (\$500,000.00)
- North Coast Food System Network (\$1,806,574.10)
- Del Norte Meat Processing Facility (\$500,000.00)
- Fire Lines & Fiber Bioregions: A Regional Wool Industry Cluster (\$607,855.70)
- Redwood Corridor SEEDS Network (\$450,000.00)

Goals and Metrics

1) Workforce Pipeline Development – Goal: 200 individuals trained, 50 placed in living-wage jobs

- Short-Term Measurement of:
 - training cohorts launched per quarter
 - individuals enrolled in workforce programs
 - certifications earned (e.g., wildland fire, ecological restoration)
 - % of graduates placed in jobs within 6 months
 - employer partnerships established

2) Scalable Building Systems – Goal: 500 construction jobs, 30 Architects and Engineers engaged

- Short-Term Measurement of:

- prototype designs completed
- projects permitted or under construction
- architects/engineers contracted
- piloting rural community housing kits
- Monthly job postings or hires in green construction

3) New Ag/Food Businesses – Goal: 20–35 businesses launched

- Short-Term Measurement of:
 - entrepreneurs receiving business assistance
 - startup grants or loans issued
 - new product lines developed/tested
 - % of businesses reaching early revenue milestones

4) Increased Market Access for Small Farmers/Ranchers – Goal: 100+ farmers/ranchers, 25% avg. revenue growth

- Short-Term Measurement of:
 - producers onboarded to regional marketplaces
 - market-ready trainings delivered
 - new vendor contracts signed
 - Quarterly revenue reports from participating businesses

5) Noyo Harbor Restoration – Goal: Infrastructure rebuilt, 25% increase in tourism/fishing

- Short-Term Measurement of:
 - % completion of key components (icehouse, piers, fuel dock)
 - visiting vessels and tourists per month
 - new berthing and fuel service requests
 - Change in landing volumes compared to baseline

6) Humboldt Dockside Sales – Goal: 25% increase in commercial fishing revenues

- Short-Term Measurement of:
 - Monthly dockside sales volume
 - local seafood marketing campaigns launched
 - new retail/buyer partnerships formed

7) Redwood Region Food Hub – Goal: 4-county distribution center, 100 jobs

- Short-Term Measurement of:
 - % completion of facility planning and buildout
 - supply chain and logistics staff hired
 - farmers/ranchers onboarded to the hub
 - Volume of products distributed monthly

8) Harbor Upgrades: Humboldt & Del Norte

- Short-Term Measurement of:
 - % infrastructure improvements completed
 - dock users (commercial and recreational)
 - safety or service issues resolved

9) Noyo Center for Marine Science – Goal: \$70M facility completed in 10 years

- Short-Term Measurement of:
 - % funding secured to date
 - planning, design, or feasibility studies completed
 - interest holder/public engagement sessions held
 - interim programs or partnerships initiated

10) North Coast Blue Economy Collaborative – Goal: Establish a regional collaborative

- Short-Term Measurement of:
 - interest holder entities participating
 - joint meetings or convenings held
 - regional priorities or projects outlined
 - development of shared governance or MOU

Dependencies and Challenges

The successful implementation of the tactical work plan is contingent upon navigating several interdependent risks, each of which has the potential to impact the broader economic revitalization goals of the region. These risks are strategically mitigated through a cohesive framework of regional collaboration, market integration, workforce development, and sector-driven innovation.

1. Establishing Sector-Specific Collaboratives Built on Trust and Common Goals

- **Risk Explanation:**

Building functional collaboratives in rural sectors is often impeded by historical fragmentation, competitive tensions, and a lack of shared vision. Without cohesive networks, efforts to streamline value chains and promote regional products face diminished impact.

- **Strategic Response:**

The strategy to build collective capacity directly targets this challenge by fostering trust and alignment among interest holders. Tactically, this is addressed by establishing sector-specific networks that bring together businesses, academic institutions, nonprofit partners, and public agencies around common sectoral goals—particularly within the Working Lands and Blue Economy sector. These networks serve as the backbone for coordinated action, innovation diffusion, and value chain development, thereby ensuring sustainable collaborative dynamics.

2. Funding Increased Education and Training for Residents

- **Risk Explanation:**

A workforce that is unprepared for emerging industries presents a substantial barrier to economic transformation. Access to relevant education and vocational training tailored to new and evolving sectors is both a logistical and financial challenge in rural regions. This includes training individuals for emergency response—whether fire safety, medical response, or coordinating community preparedness for natural disasters.

- **Strategic Response:**

The strategic priority to enhance workforce and community resilience is designed to close this skills gap. This is executed through tactical efforts to foster innovation and education, including pilot training programs and partnerships with educational institutions. These initiatives are aligned with the advance rural economic growth tactic, ensuring residents are equipped with the tools necessary to thrive in future job markets, particularly in sustainable agriculture, aquaculture, renewable energy, and tech-enabled industries.

3. Lack of Awareness by External Interest Holders

- **Risk Explanation:**

Limited recognition of the region's assets and opportunities by government, corporate, and philanthropic interest holders restricts investment and policy support. This invisibility impedes both program expansion and funding access.

- **Strategic Response:**

The Expand and Integrate Markets strategy seeks to elevate the region's visibility and economic profile. Tactics such as promoting regional products and strengthening the value chain are designed not only to boost local economies but to attract attention from outside interest holders by showcasing regional excellence, innovation, and market potential. Communications and branding efforts embedded in these tactics are vital for shifting perceptions and influencing decision-makers at all levels.

4. Inadequate Funding for Infrastructure Modernization

- **Risk Explanation:**

The physical and digital infrastructure in rural communities often lags behind urban areas, limiting business scalability, job creation, and access to services. Without targeted investments, economic modernization cannot occur.

- **Strategic Response:**

Promoting rural innovative practices is a core strategy that supports the design and implementation of scalable infrastructure solutions—from broadband and transportation to water systems and co-working spaces. Tactical efforts to pilot blue/green business solutions provide real-world testbeds that demonstrate the economic value of infrastructure modernization. Simultaneously, the develop research initiatives tactic helps generate the data and policy insights necessary to secure sustained investment in foundational infrastructure.

Strategies

Strategy 1: Expand and Integrate Markets

Tactic 1.1: Strengthen the Value Chain

Tactic 1.1: Strengthen the Value Chain				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Launch the Del Norte Meat Processing Facility to restore regional meat processing infrastructure and reduce transportation costs/emissions	Del Norte Meat Processing Facility/True North/Hmong Association of Crescent City	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$500,000	USDA–certified Del Norte Meat Processing Facility permitted
Develop a Regional Wool Industry Cluster roadmap to bridge gaps from raw fiber to finished product	Kaos Sheep Outfit/SIC	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$607,855.70	Wool Industry Cluster Roadmap published with infrastructure and market recommendations
Support Mad River Mass Timber in connecting sustainable forestry to rural housing development through pre-permitted modular housing kits	Forest WRX Alliance/George Schmidbauer	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$500,000	Mass timber pre-permitted housing kit designs completed
Activate food hubs, cold storage, and micro processing to improve aggregation and delivery logistics for regional farmers	NCGA	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$1,806,574.10	3+ new or upgraded food system facilities (e.g., cold storage, microprocessors)

Tactic 1.2: Promote Regional Products

Tactic 1.2: Promote Regional Products				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Create a regional brand identity for Redwood region products (e.g., "Grown and Made in the Redwood Coast")				Regional branding toolkit for food, wool, seafood and timber products
Launch a marketing campaign promoting locally produced goods via farmers markets, retail partnerships, and e-commerce platforms				5+ marketing videos or stories produced by region for investment and visibility
Develop value-added wool, forest, and ocean products for institutional procurement (e.g., Cal Fire, universities, hospitals, etc.)				Retail launch of culturally relevant food products
Support certification and labeling efforts (e.g., organic, sustainable, culturally significant)				3+ institutional procurement MOUs (e.g., Cal Fire, local colleges) for regional goods

Strategy 2: Build Collective Capacity

Tactic 2.1: Establish Sector-Specific Networks

Tactic 2.1: Establish Sector-Specific Networks				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Formalize the Wool Industry Cluster network to coordinate between ranchers, processors, designers, and buyers	SIC & Advisory Council	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$607,855.70	4 formalized sector networks (Blue Economy, Wool, Timber, Food Systems)
Grow the Forest WRX Alliance to align training, carbon markets, and timber industry interest holders	Forest WRX Alliance	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$718,988.66	6+ multi-interest holder convenings or roundtables hosted annually
Expand the Rural Resilience Partnership (RRP) coalition to unify workforce and economic development across fire, fish, forests, and facilities				Online directories or resource hubs for each value chain
Form working groups for high-potential sectors like Blue Economy, creative industries, sustainable forestry, and agritourism	SIC & Advisory Council			Shared workforce training calendars and funding dashboards created
Host quarterly roundtables to share data, collaborate on grants, and scale innovation	SIC	May 2025–Sept 2026		4 sector-specific roundtables held annually (e.g., Wool, Timber, Food Systems, ocean)
Build digital platforms or directories to facilitate collaboration and knowledge sharing		May 2025–Sept 2026		1 central online platform or directory launched with sector contacts, resources, and upcoming events

Tactic 2.1: Establish Sector-Specific Networks				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
				100+ interest holders registered or engaged through the platform within the first year. Platform analytics and feedback tools used to track engagement and guide continuous improvement

Strategy 3: Enhance Workforce and Community Resilience

Tactic 3.1: Foster Education and Skills Development

Tactic 3.1: Foster Education and Skills Development				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Launch career pathways under RRP's "4F" initiative for youth and adults in forestry, watershed, and cultural heritage sectors	Trees Foundation	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$1,127,936.08	5+ new or expanded training programs launched in forestry, food, fiber, or construction
Map gaps in current forest training (Forest WRX) and support curriculum development at Cal Poly Humboldt for Wood Science and Climate Tech	Forest WRX Alliance	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$718,988.66	150+ rural residents enrolled in career pathways (through RRP and partner orgs)
Create job training programs for production, processing, and regenerative land management	Forest WRX Alliance	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$718,988.66	3 Regional Resilience Centers planned with programming blueprints
Support Hmong and BIPOC communities with culturally relevant training and business support	Del Norte Meat Processing Facility/True North/Hmong Association of Crescent City	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$500,000	New curriculum modules in climate tech, wood science, and Traditional Ecological Knowledge launched
Create youth engagement programs in ocean sciences, natural resource management, and entrepreneurship	Sheila Seamans			

Strategy 4: Promote Rural Innovation

Tactic 4.1: Advance Rural Economic Growth

Tactic 4.1: Advance Rural Economic Growth				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Identify and support scalable rural business models through grants, microloans, and mentorship	Many people are doing this. Identify who is consolidating it			10–15 rural businesses receive startup or growth funding via grants or microloans. 25+ rural entrepreneurs enrolled in targeted mentorship programs or business accelerators. 3–5 business case studies documented as models for replication in other rural communities
Expand broadband and digital literacy to improve rural access to markets and education				2–3 broadband expansion projects funded or implemented in underserved communities. 100+ residents participate in digital literacy training or e-commerce workshops. Community-based digital resource centers equipped and activated at 2–3 regional hubs
Foster cooperative development and employee-owned businesses to retain wealth locally				3+ new or converted cooperatives or employee-owned enterprises launched. 1 regional cooperative development curriculum created and shared across counties. Technical assistance provided to at least 8 groups exploring shared ownership models

Strategy 5: Advance Working Lands and Blue Economy Research

Tactic 5.1: Develop Research Initiatives

Tactic 5.1: Develop Research Initiatives				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Conduct feasibility studies for the Meat Processing Facility, Fiber Innovation Hub, and fish processing and canning to guide investment decisions				4+ feasibility studies completed (Meat, Wool, Dockside Market, Timber Housing)
Build a forestry training dashboard and regional program assessment	Forest WRX Alliance	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$718,988.66	Forestry workforce dashboard launched (public access + data updates)
Use videography/storytelling and academic partnerships (Cal Poly Humboldt, Mendo College) to document and publish key learnings				Academic white papers or case studies published in collaboration with Cal Poly Humboldt and Trees Foundation
Collect baseline economic data and assess gaps in small business services. Publish findings to inform policy, grant applications, and investment priorities	CCRP/SIC			Interest holder-informed reports used for policy, permitting, and investment advocacy

Tactic 5.2: Pilot Blue and Green Business Solutions

Tactic 5.2: Pilot Blue and Green Business Solutions				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Deploy mass timber housing kits as a pilot for sustainable rural housing (Mad River)	George Schmidbauer	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$500,000	3+ pilot programs launched (e.g., timber housing, carbon markets, wool innovation)
Develop a carbon credit system to fund fire resilience on Tribal and private lands	Forest WRX Alliance	May 2025–Sept 2026	RRRRISE Catalyst Awardee \$718,988.66	At least 1 new carbon credit funding mechanism implemented for Tribal/private lands
Launch food, fiber, and forest cooperatives as green business incubators, supporting climate-aligned local enterprises	Many people are doing this. Identify who is consolidating it			Business incubation support for 10+ green startups or cooperatives
Launch pilot projects in kelp farming, carbon sequestration, ecotourism, or regenerative forestry				Evaluation framework established to measure climate, economic, and equity outcomes of pilot solutions
Develop a business incubator program focused on sustainable ocean and land-based innovations.				Formal partnership agreements have been established with universities, research institutions, and funders. 10–15 early-stage businesses or social enterprises enrolled in the first cohort
Evaluate pilot impact and refine models for scaling regionally	Many people are doing this. Identify who is consolidating it			At least 2 pilot models (e.g., timber housing kits, kelp farming, fiber innovation) refined for replication in other regions. Evaluation framework developed to measure economic, environmental, and equity outcomes

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