Appendix A

Prosperity!
Prosperity!
The North Coast Strategy
Prosperity (n): The state of having everything one needs to consider themselves fortunate or successful.

Humboldt County has a choice – create a community where both residents and the economy prosper; or sit back and allow global, national, and statewide pressures to determine our future for us.

We live in a great place – with rich natural resources, a lively entrepreneurial spirit, and strong sense of community. Our isolation and remoteness which allow us to maintain our small town atmosphere creates significant challenges to business. Nevertheless, entrepreneurs are attracted to the area and existing businesses stay for many reasons, including a wide variety of outdoor recreational activities, our strong educational system, safe neighborhoods, and an abundance of arts and cultural activities.

While our quality of life is comparatively good, attracting, growing, and retaining business remains challenging in today’s new economy. Public and private enterprises must have the tools they need to compete in an economy where the primary commodity has become knowledge.
Prosperity – The North Coast Strategy focuses on maximizing our region’s economic competitiveness without sacrificing our quality of life.

Prosperity acknowledges the characteristics of Humboldt County which its residents value most. It defines principles of economic development which preserve and enhance those values. Prosperity identifies base industry clusters key to Humboldt County’s economic future, and outlines specific strategies for revitalizing our economy.

Two years in the making, Prosperity is the result of the work of hundreds of local residents, business owners, community leaders, and economic development entities. To chart a new course for our economy, they identified key economic opportunities and defined strategies that will improve the economic well-being of all North Coast residents.

Prosperity is a strategy that ensures Humboldt County businesses and organizations can compete in today’s global marketplace. It is the first time a collaborative effort has been made among local industries to establish common goals, principles, and a cohesive action plan. It acknowledges that there is no “one answer” that can save our economy. Instead, it demonstrates that together we can tackle common barriers to economic development.

At the crossroads of the new economy, let’s accept the challenge and create a prosperous future for ourselves and generations to come.
Nine base industry clusters form the foundation of the North Coast’s economic future:

1. Lumber & Wood Products
2. Education & Research
3. Tourism
4. Fisheries, Processing & Aquaculture
5. Dairy & Dairy Processing
6. Manufacturing
7. Arts & Culture
8. Information & Technology
9. Specialty Agriculture & Horticulture

Ten significant support clusters grow as our economic foundation expands:

- Real Estate, Financial/Insurance
- Retail & Restaurants
- Business Services
- Professionals
- Government
- Transportation
- Construction
- Wholesale
- Utilities
- Health
Prosperity – The North Coast Strategy utilizes a proven economic development approach known as the industry cluster model. An “Industry Cluster” is a group of interconnected businesses that rely on relationships among themselves for efficiency and competitiveness.

Industry clusters drive the performance of an economic region. The core or “base” businesses within industry clusters – those businesses that sell goods and services to non-residents of the region – form the area’s economic foundation. Support clusters – those which provide goods and services within the community – grow as this economic foundation expands. Economic vitality can be stimulated when resources focus on developing these base businesses.

The Industry Cluster Strategy
The industry cluster strategy is based on the premise that as industry concentration increases, individual businesses benefit from the development of sophisticated institutional and physical infrastructure tailored to the needs of specific industries. Therefore, the strategy must be market driven. Programs and services must match the needs identified by the industry. Using this strategy, the responsibility for job creation remains in the private sector and public-private partnerships are formed to focus resources on specific cluster needs such as:

- The development of networks
- Specialized infrastructure
- Training programs

Appendices
Prosperity acknowledges those unique regional characteristics which make Humboldt County an attractive place to live and do business.

Common community values contribute to our quality of life. Prosperity identifies principles of development that protect and enhance these values:

- **That Small Town Feeling**
  Rural atmosphere, pastoral settings, a sense of personal safety, and neighbors who know and care about each other

- **An Appreciation of Natural Beauty**
  Temperate climate, clean air and water, and access to myriad natural and recreational amenities

- **A Unique, Forward-Thinking Population**
  Independence, an entrepreneurial spirit, diversity of lifestyles, and a commitment to improving one’s own community

- **A Sense of Belonging to the Area**
  Strong community spirit, history, culture, and access to high-quality educational opportunities

Acknowledging these values, Prosperity recommends development principles that maintain and enhance key characteristics vital to creating a vibrant community.
Community – Create and preserve our sense of uniqueness, attractiveness, history and cultural and social diversity.

Environment – Acknowledge our responsibility to be stewards of the environment. Residential and commercial development should maintain or improve, not harm the environment and public health. Focus should be on compact, multi-dimensional land use.

People – Target efforts toward reducing poverty by promoting jobs that match the skills of existing residents and improving the skills of individuals seeking to enhance their economic situation. Address the needs of families through affordable child care, transportation, education, and housing.

Economy – Support existing enterprises, entrepreneurship, and homegrown activities, as they are the best source of business expansion and local job growth. Communities, governments and the private sector should create regional structures that respect local character and identity.

Government – Evaluate publicly supported economic development programs, investments, and subsidies for their long term benefits and impacts on the whole community, not just on short-term job or revenue increases. Public investments and subsidies should support environmental and social goals, and prioritize infrastructure and services that will promote the vitality of all local enterprises instead of individual firms.
Prosperity identifies specific strategies and action plans for implementation which will ensure economic vitality on the North Coast. At its core are five goals common to all industry clusters. Focusing on these goals will enhance our global competitiveness while maintaining our quality of life.

I Focus on growing base industry clusters

*Successful regional economies are based upon complex networks of businesses that share information, ideas and resources.*

- Organize Industry Cluster networks, increase communication and identify needs.
- Pursue opportunities for targeted recruitment or businesses enhancing or complementing identified clusters.

II Support business growth and development

*Businesses go where they are wanted and stay where they are appreciated.*

- Businesses can develop a customer service orientation and a “can do” attitude within local government and within organizations supporting businesses.
- Efforts should be made to provide a wide range of first class, customer-focused business support services including specific programs and services for identified business clusters.

III Enhance our competitive edge

*Our community, schools and businesses must use the newest technologies, best practices and most up-to-date information to increase competitiveness.*

- Create the “Network for Entrepreneurial Success” to provide continuous training and development of local entrepreneurs.
- Increase technology utilization by businesses for financial management, marketing and research.
- Develop better linkages between industry and the workforce development system to enhance workforce skills and increase the efficiency of businesses.
IV Invest in Our Business

Our region’s economic competitiveness depends on wise resource investments in the physical and programmatic infrastructure necessary to support and expand business.

• Develop local venture capital funds.
• Invest in the restoration of our natural resources.
• Explore infrastructure developments that enhance industry clusters.
• Support transportation improvements critical to continued economic success and regional quality of life.
• Increase the number of properties ready for utilization in cluster development without negatively impacting the quality of life.
• Create a program to recognize and promote our existing industry clusters, individual businesses, government and community leadership.

V Enhance Regional Quality of Life

Businesses locate here because it is a good place to live. It is imperative that economic development efforts work in concert with efforts to preserve the rural landscape, enhance social capital, and provide the amenities necessary to keep Humboldt County a great place to live.

• Create comprehensive countywide land use strategies that support cluster growth and enhance quality of life.
• Create sufficient, affordable housing to accommodate residents.
• Continue to improve education and expand the interaction between business and education.
• Improve the overall health of our community.
Prosperity – The North Coast Strategy has been adopted by the Humboldt County Board of Supervisors as Humboldt County’s Comprehensive Economic Development Strategy (CEDS). The document is the result of contributions made by local residents and businesses who attended planning meetings, Industry Cluster meetings, and/or wrote letters and concept papers on economic and community development in Humboldt County.

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Participating Businesses
A Group
A1 Ranch
Agreda Communications
Alexander Dairy
Alternative Business Concepts
Angels Knoll Enterprises
Aurora River Adventures
Bayside Gardens
Benbow Inn
Benbow Valley RV
Bess Dairy
Best Western Thunderbird
Big Foot Rafting
Bless My Soul
Blue Canoe
Blue Lake Forest Products
Blue Ox Millworks
Briceland Vineyards
Bud Rogers Woodworking
Camp Grant Ranch
Cap’n Zach’s Crabhouse
Carvalho Fisheries
Chalice Consulting
Chalk Mt. Ranch
Clearlight Productions
Cloudburst Fishing
Coast Seafood
Davis Dairy
Dell’Arte
Desserts on Us
Diamond Point Dairy
Ecole – Adventures Int’l
El Heraldo
Environmental Technology
Eureka Fisheries
Eureka Natural Foods
Farley Transport
Ferndale Enterprise
Film Productions
Fish Brothers
Giacomini Dairy
Hobart Gallery
Homem Dairy
Humboldt Creamery
Humboldt Creamery Association
Humboldt Home Health
HunterGroup
Joe Dacus Marketing

North Coast Base Industry Clusters
Arts & Culture
Dairy & Dairy Processing
Education & Research
Fisheries, Processing & Aquaculture
Information & Technology
Lumber & Wood Products
Manufacturing
Specialty Agriculture & Horticulture
Tourism

Appendices
Over the last few years many innovative entrepreneurs have demonstrated that the people of Humboldt County can compete in today’s global economy. Now you can do your part to ensure Prosperity becomes our reality. Add your name to the roster of more than 300 local business owners and organizations who are dedicated to creating a vibrant economy on the North Coast.
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The North Coast Strategy

Humboldt County’s Comprehensive Economic Development Strategy

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