

Appendix A

Prosperity!

Prosperity!

The North Coast Strategy



Prosperity (*n*): The state of having everything one needs to consider themselves fortunate or successful.

Prosperity – The North Coast Strategy is an approach to economic development based on the following beliefs:

- Focusing on growing base industry clusters is a key to economic growth.
- Small owner-resident businesses represent our greatest potential for economic growth and stability.
- Quality of life and proximity to natural resources are the two main reasons for businesses locating in our region.
- Our region's barriers to business require us to maximize the coordination and effectiveness of regional economic development efforts.
- The private sector must be involved in supporting our economic development efforts.

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.

The New Economy

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.

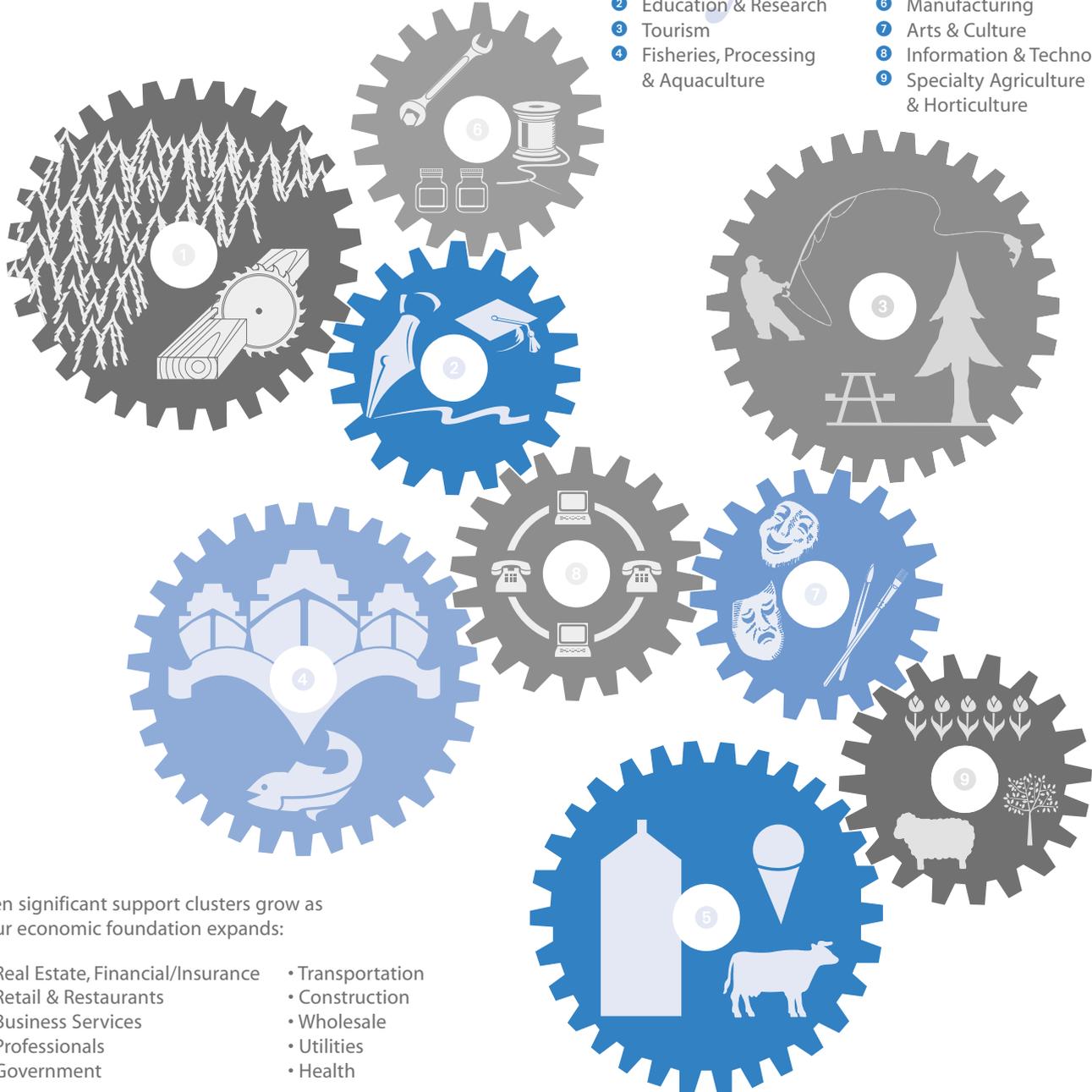
At the crossroads of the new economy, let's accept the challenge and create a prosperous future for ourselves and generations to come.



Community

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

People Planning Principles

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

Values

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.

People Planning Principles

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 of 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.

Strategy

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.

Humboldt County Economic Development Forum

c/o Redwood Region Economic Development Commission
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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

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

Participating Businesses

Kenyon Dairy
 KINS/KEKA/KWSW
 Kokatat
 Kuiper Mariculture
 LogoMusic.com
 Lorenzo and Amara Dairy
 Lost Coast Studios
 Munki Munki
 Net Gain/AEDC
 Net Video
 NetHelp International
 Nicholson Dairy
 Northwestern Pacific Railroad
 O'Neil Dairy
 Onrust Consulting
 Out of Hand
 Pacific Bell
 Pacific Powder Products
 Pacific Rim Manufacturing
 Planwest
 Plaza Design
 Premiere Brand Meat
 Quality Inn
 Regional Visitor Publications
 Regli Dairy
 Resale Lumber Products
 Research Consultant
 Richard Borough Consulting
 Robin Robin Photography
 Santos Dairy
 Savage Consulting
 Sequoia Orchids
 SHN Engineers
 Simpson Timber
 Six Rivers National Bank
 Trillium Textiles
 Ultrapower
 Wing Inflatables

And an additional 200 businesses.

Supporting Organizations

American Association of Retired Persons
 Arcata Chamber of Commerce
 Arcata Economic Development Corporation/Foodworks
 Citizens for Port Development
 Coastal Conservancy
 Eureka Arts & Cultural Center
 Eureka Chamber of Commerce
 Eureka Main Street
 Eureka! Humboldt County Convention and Visitors Bureau
 Farm Bureau
 Humboldt Arts Council
 Humboldt Child Care Council
 Humboldt Fisherman's Marketing Association
 Humboldt Harvest
 Humboldt Women for Shelter
 Humboldt-Trinity Recreation Alliance
 Institute for Ecotourism
 Institute for Fish Restoration
 Institute for Sustainable Forestry
 Job Market
 Mad Rock Economic Development Corporation
 North Coast Small Business Development Center
 North Coast Textile Design Center
 Northern California Indian Development Council
 Redwood Community Action Agency
 Redwood Creek National Watershed Center
 Redwood Region Economic Development Commission
 Redwood Region Logging Conference
 Redwood Technology Consortium
 Vietnam Veterans of California
 Workforce Development Partnership

Federal/State Agencies

Calif. Department of Housing and Community Development
 Employment Development Department
 United States Department of Agriculture Rural Development
 Six Rivers National Forest

Government

Arcata City Council
 Assemblywoman Virginia Strom-Martin
 City of Eureka
 Economic Development Administration
 Eureka City Schools
 Hoopa Valley Tribe
 Humboldt Bay Harbor Commission
 Humboldt County Board of Supervisors
 Humboldt County Department of Social Services
 Humboldt County Employment Training Department
 Senator Wesley Chesbro
 Yurok Tribe

Education

College of the Redwoods
 Eureka City Schools
 Eureka High School Department of Agriculture
 Humboldt State University
 Humboldt County Office of Education
 Northern California School-to-Career Consortium
 University of California, Davis
 University of California Cooperative Extension

Residents

Lillian Craigie
 James Geth
 Chuck Goodwin
 Maureen Hart
 Liz Harwood
 Jim McFee
 Willow Rain
 Rudy Ramp
 Steve Sakala
 Thomas Stewart
 Dave Vegliano

And almost 1,000 anonymous residents who were kind enough to answer the Humboldt Area Foundation's Community Well Being Survey in 1997.

People

Action

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*

c/o Redwood Region Economic
Development Commission
520 E Street
Eureka CA 95501

*Special thanks to The James Irvine Foundation,
which provided the Humboldt Area Foundation
with funding to make this project possible.*



Printed locally on recycled paper
Design by Agreda Communications