



Strategic Plan (Working Draft)  
2011 -2014

**Clallam County Connected Community Principles**

➤ **Education**

Ensure that the region maintains a qualified workforce by developing a community that embraces change and has access to high quality life-long education.

➤ **Jobs**

Invest community resources in the creation of a diverse set of new job opportunities in sustainable industry sectors; positively influence the average wage in Clallam County.

➤ **Access**

Make sure one’s zip code does not limit one’s access to government services, business, healthcare or education opportunities, thus saving time and money and improving service availability and quality.

➤ **Entrepreneurship**

Become a community of creative solutions where government, education and business recognize, appreciate and adopt an entrepreneurial spirit and support innovation through programs, funding, and services.

➤ **Community Development**

Facilitate community projects and practices to promote collaborative behavior, connectivity and changed spending, investing and budgeting.

**Supported by  
MARKETING AND COMMUNICATION PLAN**

Implement a tangible program to communicate the collaborative actions and resource sharing occurring in the community; encouraging citizens to adopt connected ways of thinking and demonstrating the “Connected Economy” as enhancing our shared vision to maintain a desirable community in which to work and live.

This document is a working document which may be added to and/or altered by the Board of Directors to address issues and opportunities that may arise during the 2010 – 2013 period.

## **Introduction**

### **Mission Statement**

The mission of the Clallam Economic Development Council is to catalyze sustainable economic growth and vitality.

### **Purpose of this Strategic Plan**

This plan provides the conceptual framework and scope of operations for the three-year operational period, January 2011 through December 2014. It is intended to meet the mandates of EDC's Mission Statement and identify strategies and objectives that will support identified annual goals and activities. It is expected that other events requiring inclusion into this plan will occur during the plan period, and the plan strategies allow for their inclusion.

### **Introduction**

Economic development organizations (EDO) have been in existence, more or less, for 25 years in the State of Washington. After a couple of earlier iterations, the county commission-recognized ADO (Associated Development Organization) began to act as the point of contact, funding and technical assistance conduit for state and federal agencies, and the convener of a public/private board of directors. Most ADOs in the State of Washington are private non-profits typically referred to as "EDCs" or Economic Development Councils. Some are designated 501c3 (charitable non profits), 501c4 (education-based) or 501c6 (commerce-based). In the past 25 years, several of the EDCs have transitioned into larger partnerships, absorbed by other agencies such ports or chambers; most have gone through some kind of transition in response to changing funding, economic times, and state and federal changes.

Clallam EDC has been admirably successful in identifying new tools and opportunities. Clallam was the first county to embrace industry cluster concepts. It is safe to say that the State of Washington has only recently, within the last two to three years, actively promoted industry cluster development and recognition as an economic development tool.

Following the development of industry cluster activities, the next acquired asset was the building of the Clallam Business Incubator co-located in the Lincoln Center along with North Olympic Peninsula Skills Center and Peninsula College. For the past five years, the Clallam Business Incubator has struggled. At this time, it is in stasis waiting for an opportunity to be a viable tool in new industry development.

### **The years between 2005 and 2010**

During the years 2005 through 2010 many changes have occurred. The most dramatic change, of course, is the 2009 recession and its business and economic implications now and in the near future (until at least 2014). Also, during the past five years, the Clallam EDC has continued to seek and secure new economic development tools for the region. This effort was due to the realization that 1980s' and 1990s' tools, funding, and technical assistance supports were disappearing. Washington

State Community Trade and Economic Development, Forest Service and other agencies no longer offered a wide range of community and economic development resources that included technical assistance teams, Symposium retreats, Old Growth Forest feasibility study money, WA-CERT project prioritization processes, resource teams, and extensive community development resources, etc.

It became apparent that local economic development councils, especially rural ones, had to reinvent themselves with a highly-evolved, self-sustaining tool box.

In recognition of that objective, the Clallam Economic Development Council continued to support industry cluster projects, successfully competed for an Innovation Partnership Zone designation, was instrumental in the development of a local angel investor group (Olympic Venture Group), participated in several biomass studies that culminated in a Fuels for Schools project at Quillayute Valley School District, and is currently leading the development of a regional Finance Development Authority. All these significant tools were acquired while EDC staff continues to respond to the expectations of service and resources requests from businesses, county contract partners, and the State of Washington Department of Commerce (formerly CTED).

### **Transition for the future**

In this era of transition and change, it has become apparent that the Clallam EDC, its Board, and its bylaws are in need of upgrading to reflect the new model of self-sustaining, business oriented, tool-enriched economic development. In the original model, the contract partners were heavily invested both financially and organically in the EDC's activities. This participation was justified by many available financial and technical assets offered by the State and Federal Governments for business (public) infrastructure development, especially evident in the first 20-plus years of Clallam EDC's existence.

While the EDC still recognizes the importance of supporting public infrastructure projects as a basis for successful economic development, the EDC's focus must be more significantly involved in the private sector. This document will explain the suggested changes as a basis of discussion and adoption in the next three years (2011-2014).

### **Economic Development Process to Date**

The Clallam Economic Development Council's activities, as described in its 2003-07 Strategic Plan, focused on five main objectives that included utilization and promotion of clusters, basic business assistance, building the capacity of the organization, promoting planned community growth, and the implementation of a marketing plan.

The 2003-07 Strategic Plan has acted as a viable economic development bridge from the early 1950s to early 1980s industrial recruiting model through the cost competition model (1980s to early 1990s). With Clallam EDC's industry cluster successes, the expansion of Peninsula College, the Lincoln Center project, the 2007 Innovation Partnership Zone Designation and the vision of our public and private leaders, we now find ourselves ready to move into 21st Century economic development model.

For the past ten years, Clallam County has successfully positioned itself as a leader of rural economic development. As described in Washington State’s CTED 2007-2013 Strategic Plan:

“CTED policy,...uses the Clallam County cluster plan as a model and benchmark for other areas undertaking regional economic development plans.”

The EDC has identified and developed resources that support innovation and entrepreneurship within the Innovation Partnership Zone framework. Building upon the already successful strategies and actions, this updated model will support regional innovation and entrepreneurship.

We believe the following summarizing the transition model that economic development should consider in response to the 2010’s economy as published by the International Economic Development Council:

<b>Strategic Dimensions</b>	<b>Current Value Proposition</b>	<b>Future Value Proposition</b>
<b>Final Outcomes</b>	Competing for jobs, business investment, taxes, quality of life	Helping businesses, communities & institutions create economic value globally
<b>Organizational Model/Approach</b>	Local, regional and state EDOs	Inter-organizational networks & teams with national & global reach
<b>EDO Key Roles</b>	Catalyst, deal-maker, climate-shaper, individual organizational strategist	Change leader, team builder, network manager and strategist, system solution builder
<b>Service Intervention Focus</b>	Facilities, workforce, financing, physical infrastructure	Human capital, technology & knowledge infrastructure, investment capital
<b>Geographic Focus</b>	Within communities, regions, states	Within & between communities, regions, states, nations

**Source:** *Advanced EDI Strategic Planning presented at OU/EDI by Don Iannone (2004)*

## General Strategy of the 2011-2014 Strategic Plan

Along with the identified focus area strategies contained in this document; this plan builds on Clallam County's economic development strengths and community infrastructure. The Clallam Economic Development Council continues to support activities and programs that address workforce quality and labor quantity, creates a process that works with businesses, supports the development of affordable and available housing for our workforce, recognizes the marketing value of a vibrant tourism industry, supports the construction trades and healthcare industry in our region, and addresses appropriate land use planning. We also must plan and support the infrastructure development, both human and capital, that is needed to help Clallam County grow.

### Areas of focus

For this strategic time period, 2011 - 2013, the EDC has identified five areas of focus: **Marine Trades, Natural Resources (Forest and Agriculture), Renewable Energy, Innovative Manufacturing, and Tourism Business Development**. The five focus areas were identified through the the 2010 Community-Wide Economic Development Summit process in April and May.

In support of these "areas of focus," the following identified strategies and associated tools will be developed and utilized within a matrix of business support activities: Business Retention, Innovation and Expansion; Financial Resources; Information, Data and Referral; Workforce Development and Business Training; Business Advocacy; and Infrastructure.

This economic development strategic plan is founded on the concept that support of existing and emerging businesses is a priority. Our approach to attracting jobs and investment by employers new to the area must be enhanced through partnerships, and we will implement a business development and retention plan that increases the light manufacturing industry in our region. Additionally, our strategies and tools should be sustainable through local funding and talent.

Because the EDC has limited in-house human and financial resources, it will depend on its Board, community partners, volunteer organizations and individual citizens to help it carry forward its work in accomplishing the objectives set forth in following pages of this plan.

To do this, it will engage in a clear communications effort, including direct contact and public relations to inform the public of its activities and elicit support from members of the community who have the experience and skills necessary to provide the talent and time to assist EDC activity.

## 2011 -2014 Strategies and Objectives

### Strategy #1: Business Retention, Innovation and Expansion

### Strategy #2: Workforce Development and Business Training

### Strategy #3: Business Advocacy

### Strategy #4: Financial Resources

### Strategy #5: Infrastructure

### Strategy #6: Information, Data, and Referral

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#### Strategy #1: Business Retention, Innovation and Expansion.

*“Are essential to successful economic development for all of Clallam County.”*

- Objective #1 Conduct outreach efforts to identify businesses in need of assistance.
- Objective #2 Provide retention, expansion, and startup resources and services to address challenges and opportunities faced by businesses.
- Objective #3 Foster the dynamic relationship between business, workforce and education.
- Objective #4 Develop and lead a successful idea-to-market commercialization system in the region.
- Objective #5 Support and promote programs that increase local business awareness of and access to new markets.

The Clallam Economic Development Council recognizes that “4 to 7 percent of all American businesses (generally smaller to medium-sized entrepreneurial businesses) generate 60 percent of all business growth and job creation.”

Furthermore, according to Dr. David Birch, “55% of job creation comes from existing business growth.”

#### Strategy #2: Workforce Development and Business Training

*“Education of our workforce and our businesses is vital to their continued successful competitiveness.”*

- Objective #1 Inform the community on available business resources.
- Objective #2 Participate in regional planning efforts involving combined strategies around workforce development and economic development.

#### Strategy #3: Business Advocacy

*“Assess and determine positions to advocate for and support of economic development within the region.”*

- Objective #1 Communicate the positive accomplishments of EDC organization and its partners

- Objective #2 Facilitate discussions on legislative, regulatory and policy affecting businesses and jobs.
- Objective #3 Advocate for solutions for the removal of barriers that inhibit economic growth.
- Objective #4 Work with partners to facilitate the alignment of planning efforts and seamless delivery of business support services in the county.

**Strategy #4: Financial Resources**

*“Ensures business and government have knowledge of, access to, and assistance in pursuing funding to realize economic development objectives.”*

- Objective #1 Participate in the identification and securing of sustainable funding solutions.
- Objective #2 Identify, promote and utilize community financing resources.

**Strategy #5: Infrastructure**

*“A strong infrastructure for the organization as well as the region is key to economic vitality.”*

- Objective #1 Continue to participate on boards, committees, and teams that serve as conduits for the positive growth of the region.
- Objective #2 Support and encourage staff and board development through participation in workshops, classes, and conferences.
- Objective #3 Grow the organization through Board development, fiscal responsibility, and a competitive attitude.
- Objective #4 Adapt to changing times by staying aware of current trends, technologies, and projects.

**Strategy #6: Information, Data and Referral**

*“Ensures the collection, development, and assessment of solid, accurate, and relevant data and information. Act as the networking resource for both public and private entities.”*

- Objective #1 Increase EDC’s resources for statistics, demographics, and studies that Encourage community, economic, and workforce development.
- Objective #2 Act as a clearinghouse of referrals to resources and networks in response to economic development issues and opportunities.

**Summary**

Since its inception in the early 1980s, the Clallam Economic Development Council has served as a collaborative public/private board representing the entire county in the support and enhancement of economic development activities. The EDC continues to support basic infrastructure and community development efforts by serving on boards and committees in order to identify funding resources, technical support, partnerships and solutions for projects and studies.

Additionally, as the county's recognized economic development organization, the Clallam EDC, acts as a point of contact for community, regional, state, and federal opportunities available to the county. The EDC has continued to successfully implement cutting edge programs that include industry cluster development, business incubation, entrepreneur development and an innovation partnership zone designation to name a few.

While responding to business in the traditional model, the economic development organizations of the 2000s must also constantly adapt to new trends, technologies, and systems. The Clallam EDC, along with its Board of Directors is uniquely positioned to successfully respond to new opportunities in the new economy.