



# Increasing & Sustaining the Impact of CED Grantmaking: The Institute of the North Coast

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# Institute of the North Coast

To improve the community's ability identify and deal with issues of overall community concern, particularly those that relate to the economy.

# Catalysts

## Internal

HAF Board

‘getting upstream’

‘seasonality of  
employment’

## External

Community Leaders

‘frustrating’

‘nothing being done’

‘system is broken’



# Rural Development Approach

## #6 Address potential necessary conditions

Less about economic development- more about changing the way our community views itself and how we address issues of community concern—beginning with economic development

# Institute Roles

- ❖ Convene Leadership
- ❖ Provide information: data, best practices
- ❖ Build Relationships among stakeholders
- ❖ Keep the process moving
- ❖ Report Progress



# Mobilize Around Identified Goals

1. Economic development organizations working together
2. Government working in partnership with business
3. Economic development strategy focusing efforts in the same direction
4. Internal & external marketing strategy
5. Land use strategies supporting economic development strategy

# Separate Identity – why?

- ✦ Departure from traditional foundation activities
- ✦ Different type of leadership needed
- ✦ HAF policy is to put the partnerships first
- ✦ Potential political fall out

# Direct Impacts

Jobs??

Business  
Success??

New  
Businesses??

Decreased  
Unemployment?  
?

# Actual Impacts- External

- ☀ Moved beyond victim mentality
- ☀ Established a common vocabulary among stakeholders
- ☀ Created an expectation of collective problem solving
  - ☀ New people in new positions
  - ☀ New working relationships among individuals and organizations
- ☀ Principles of strategy are being institutionalized

# Measures of Impact

- ☀ # of organizations formally adopting Prosperity!
- ☀ # of projects initiated and carried by others
- ☀ New diverse collaborations exist for effective problem solving
- ☀ # of times the word Prosperity! comes up in local media
- ☀ # of businesses complaining it is taking too long.

# Impacts- Internal

- ☀ Changed the way we look at the work of the Foundation
- ☀ Added of a dynamic tension
- ☀ Restructured Board committees
- ☀ Approved first funding for an initiative out of discretionary grant funds

# Sustaining Efforts

External funding for past 6 years--

Good= program stable and focused

Bad= Foundation insulated from the hard decisions about priorities and asset allocation



# Re-evaluation of the Institute-

Strengthen external ownership and leadership

Expand future funding opportunities

Limit exposure of trust to litigation that might arise from programmatic work

# Challenging questions

- ? Re-evaluate what, and how?
- ? Board and senior staff commitment level?
- ? Would a restructure/externalization strengthen or weaken future external funding opportunities?
- ? Is it enough to be the glue and pressure or will we need to add direct service?
- ? What is still needed in the community?

# Toughest Things

- ☀ Internally defining what we do
- ☀ Externally defining what we do
- ☀ Fixing those two problems

# Best Things

- ☀ HAF has broadened its roles in the community—put new assets to work
- ☀ Staff works more closely together—programs overlap and there is a willingness to look at all ideas
- ☀ The work is more exciting than responsive grant making

# My Lessons and Best Advice

- ✦ Avoid marching alone- its dangerous, lonely and easy to get confused
- ✦ The criticism is mine, while the accomplishment belongs to all partners—don't take it too hard
- ✦ Rural Economic Development is a long, long tunnel —be resourceful – the light could still be a train