

## Chapter IV - The Strategies to Accelerate NC Idaho

Leading to the development of strategies, 109 regional stakeholders responded to surveys and joined in brainstorming sessions to identify the District's strengths (assets), weaknesses, economic opportunities, and economic threats. The participants represented the region's small businesses, municipalities, counties, education, nonprofit organizations, a tribe, and private citizens. The survey results and inputs from the brainstorming sessions were refined by the stakeholders and used as a foundation for the development of the strategies and action plan. Common themes were identified in each category, which aligned with the regional goals and objectives. *See Appendix A for a complete list of CEDS Planning Team Members; and, Appendix B for surveys and survey results.*

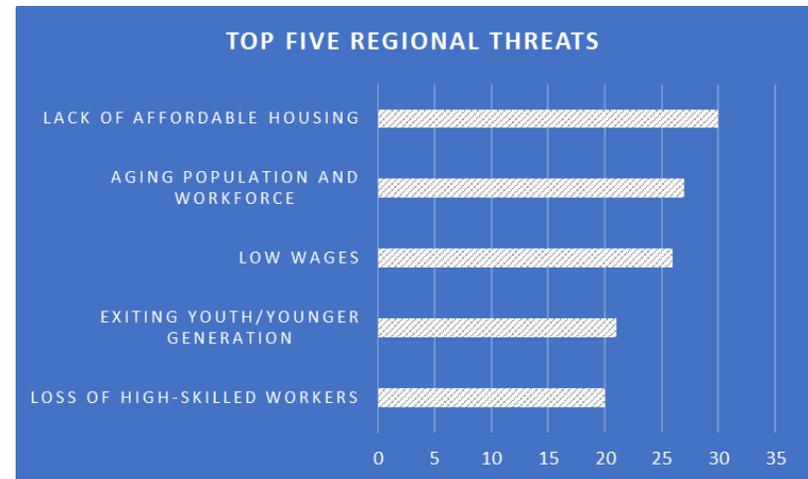
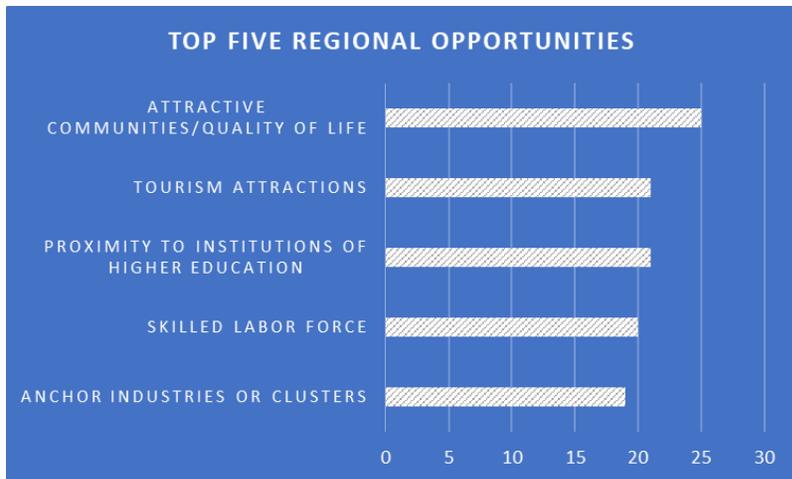
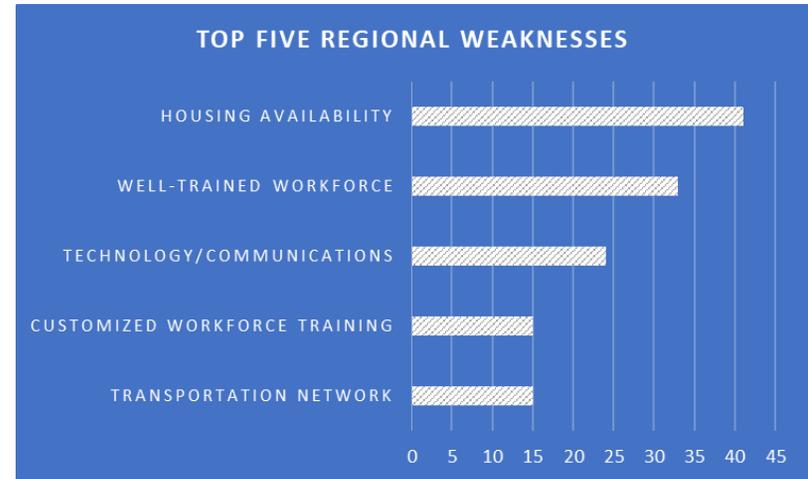
- Notable Strengths: natural resources, attractive and livable communities, tourism assets, and constructed infrastructure
- Prominent Weaknesses: housing availability, well-trained workforce, technology/communications, customized workforce training
- Economic Opportunities: quality of life, attractive communities, tourism attractions, proximity to higher education, skilled labor force
- Economic Threats: lack of affordable housing, aging population and workforce, low wages, exiting of youth/younger generations

Using the opportunities as a guide, critical success factors were considered in development of the comprehensive economic development strategies for the region.



***CEDA Planning Stakeholders met four times at locations throughout the region to craft economic and community vitality.***

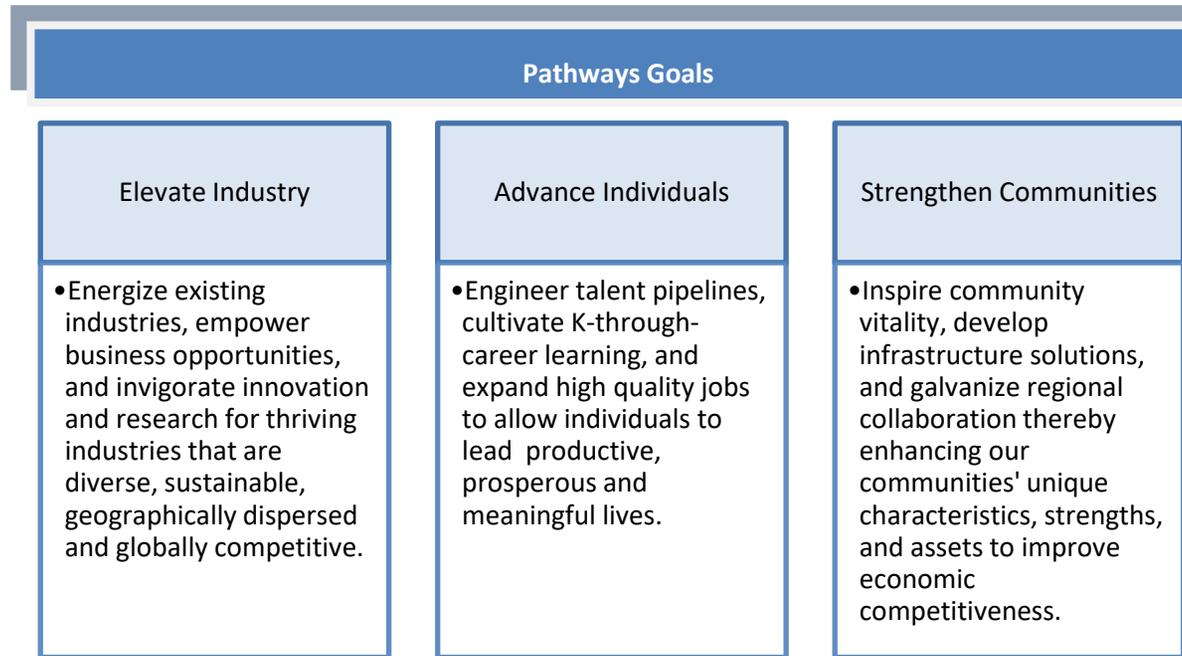




## The Region’s Pathways to Economic Vitality

The vision of the regional and statewide economic goals is to *“promote the prosperity, progress and productivity of Idaho by creating thriving, connected, sustainable and evolving people, communities and industries.”*

The Clearwater Economic Development District CEDS centers on regional priorities. The plan focuses on three broad goals – *Elevating Industry*, *Advancing Individuals* and *Strengthening Communities*. Each goal has four distinct objectives - *Education and Workforce*; *Entrepreneurship*, *Business Development and Economic Empowerment*; *Infrastructure*; and *Healthy Communities*. These goals and objectives will serve as a roadmap to coordinate regional resources to achieve the greatest impact.



The following pages identify the objectives and strategies developed by regional stakeholders for each of the three Pathway Goals.



Elevate Industry Goal: Energize existing industries, empower business opportunities, and invigorate innovation and research for thriving businesses that are diverse, sustainable, geographically dispersed and globally competitive

**Entrepreneurship, Business Development and Economic Empowerment Objective**

*An ever-changing economic climate demands the discovery of new ways of combining resources*

Strategy	Tasks and Partners	Benchmarks
<p><i>Ongoing - businesses, artisans, and small producers will be connected to opportunities for expansion, marketing, and supply chain development.</i></p>	<p><u>Tasks</u>                      Execute WealthWorks Value Chain mapping to identify and address supply chain gaps and bottlenecks for regional businesses, artisans and small producers</p> <p>Develop a guide for business-to-business services</p> <p>Promote financing for start-up costs</p> <p>Identify opportunities to share production costs while still retaining individual branding</p> <p><u>Partners</u>                      University of Idaho                      Nez Perce Tribe                      Rural Roots                      Palouse Food Coalition                      CEDA                      Rural ED Professionals</p>	<p>Reduction of regional business, artisan, and small producer closures by 5 percent</p> <p>Increase or expansion of regional business, artisan, and small producers by 5 percent</p>
<p><i>By 2022, increase daycare and after-school program availability through additional services and/or start-ups to meet workforce needs, especially shift and weekend workers.</i></p>	<p><u>Tasks</u>                      Identify level of need in both population centers and rural communities</p> <p>Investigate best practices/case studies that have led to increased daycare availability</p>	<p>Regional daycare services increase by 25 percent</p> <p>Evening and weekend daycare services increase by 5 percent</p>

	<p>Develop partnerships with businesses for affordable daycare opportunities such as onsite daycare</p> <p>Educate potential daycare startups about start-up financing</p> <p><u>Partners</u>                  Community Action Partnership                  Local ED Professionals                  CEDA                  Human Needs Agencies                  Resource Providers/Councils                  Municipalities (Business Licensing)</p>	
<p><i>By 2022, the region will convene a coalition of regional stakeholders to develop and implement a regional workforce and business attraction strategy.</i></p>	<p><u>Tasks</u>                  Convene regional stakeholders to include economic developers, chambers, tourism entities, realtors, education, municipalities, counties, and health providers</p> <p>Identify target clusters of businesses that would support existing regional industries</p> <p>Identify target workforce demographics that could support existing regional industries workforce needs</p> <p>Partner/share to get message out to target markets</p> <p><u>Partners</u>                  CEDA                  Valley Vision                  Local ED Professionals</p>	<p>Regional industries, employers, municipalities, economic developers, realtors, and chambers understand the importance of regional branding</p> <p>Development of a regional brand that identifies the region’s strengths</p> <p>Use of the regional brand by stakeholders for website themes, social media campaigns, signage, relocation packets, promotional videos, commercials, etc.</p>

	<p>Chambers                  Visit Lewis-Clark                  North Central Idaho Travel Association                  Lewis-Clark State College                  University of Idaho                  Realtors                  Regional Hospitals                  Municipalities                  Counties</p>	
<p><b>Infrastructure Objective</b>  <i>The region’s infrastructure supports a diverse and growing economy</i></p>		
<p><b>Strategy</b></p>	<p><b>Tasks and Partners</b></p>	<p><b>Benchmarks</b></p>
<p><i>By 2022, local governments and community leaders will understand private and public ownership/operation options for broadband infrastructure to encourage public/private partnerships leading to broadband infrastructure development and deployment.</i></p>	<p><u>Tasks</u>                  Develop partnerships to identify true costs and needed skillsets (education) to operate and maintain public ownership and operation of broadband infrastructure                   Meet with elected officials to educate and explore public ownership and operation of broadband infrastructure                   Use CEDA Rural Community Development Initiative as education tool for community leaders and city administrators</p> <p><u>Partners</u>                  CEDA                  Broadband Providers                  Elected Officials                  Counties                  Communities</p>	<p>A collective knowledge of funding and workforce needed to operate and maintain public broadband infrastructure is demonstrated through comprehensive discussions and actions to address broadband gaps in the region</p> <p>Increase in the number of publicly owned and operated broadband infrastructure</p>

<p><i>By 2023, there will be increased coordination of regional air service providers, destinations, and freight movement.</i></p>	<p><u>Tasks</u>                  Develop an ad hoc committee comprised of board, staff, and community stakeholders from the Lewiston-Nez Perce County Regional Airport and the Pullman Regional Airport to develop a plan to coordinate services that would enhance air travel and freight movement as well as create opportunities for cost-sharing</p> <p><u>Partners</u>                  Lewiston-Nez Perce County Regional Airport                  Pullman Regional Airport                  Airport providers/suppliers                  Reginal industry</p>	<p>Increased air service by the attraction of one new carrier</p> <p>New destinations from regional airports due to an additional carrier</p> <p>Joint marketing campaigns will be executed with regional airports, tourism entities, and private business</p> <p>Freight distribution will increase by 5 percent through regional airports</p>
<p><i>By 2023, versatile land, space, and buildings suitable for new construction or renovation will be identified to meet the needs of new and established businesses in the region.</i></p>	<p><u>Tasks</u>                  Inventory by county available land, space, and buildings</p> <p>Inventory by county the essential services connected to available land, space, and buildings by county</p> <p>Provide inventory to financial lenders, realtors, and to new and established businesses</p> <p><u>Partners</u>                  Valley Vision                  CEDA                  Rural ED Professionals                  Realtors</p>	<p>New start-up and business expansions increase in the region by 10 percent compared to 2019 data</p>

<b>Healthy Communities Objective</b>		
<i>Investment in local products and resources strengthens the economic base of a community</i>		
<b>Strategy</b>	<b>Tasks and Partners</b>	<b>Benchmarks</b>
<p><i>By 2025, ways for local agriculture and livestock commodities to be value-added and/or locally consumed will be identified and developed.</i></p>	<p><u>Tasks</u>                      Identify high potential value-added crops                      Identify meat alternative crops such as soybeans/lentils                      Identify number of local restaurants, hospitals, and schools currently serving regional value-added commodities                      Connect producers to regional restaurant, hospitals, and schools to develop farm to table programs                      Promote wine and culinary tourism                      Research potential of growing hops for emerging micro-brew industry                      Research potential of growing/manufacturing hemp to diversify agriculture production in region                      Continue work to develop a regional USDA inspected slaughter facility</p> <p><u>Partners</u>                      State Department of Agriculture                      CEDA                      Rural ED Professionals                      Communities</p>	<p>Increased availability and consumption of value-added foods made from regional commodities by local restaurants, hospitals, and schools currently serving regional value-added commodities</p> <p>Increase in annual wine production 5 percent over 2019 production</p> <p>Hemp research data influences the diversification of the region’s agriculture</p> <p>Construction of one USDA inspected slaughter facility in the region</p>

	State Legislature U of I USDA Trade Associations	
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**Advance Individuals Goal:** Engineer talent pipelines, cultivate K-through-Career, and expand high quality jobs to assist residents in building productive, prosperous and meaningful lives

**Education and Workforce Development Objective**

*Lifelong learning is recognized as critical to empowered people*

Strategy	Tasks and Partners	Benchmarks
<p><i>By 2021, students in the region will have increased opportunities for student to participate in workplace learning with a variety of industries.</i></p>	<p><u>Tasks</u>                      Develop an employer pipeline for student internship, apprenticeship, and summer employment programs</p> <p>Increase high school students’ awareness of apprenticeship programs through connectivity with counselors, providing information/educational materials, social media</p> <p><u>Partners</u>                      ID Department of Labor                      School Districts                      Higher Education                      CEDA Dream It Do It Council                      Local ED Professionals</p>	<p>Workplace learning opportunities such as student internship, apprenticeship, and summer employment programs increase by 20 percent in the region</p>

<p><i>By 2022, the regional will have collaborative marketing strategies for training and education for the highest-in-demand occupations in the District.</i></p>	<p><u>Tasks</u>                  Develop in-demand occupations map</p> <p>Hold four jobs fairs per year, two targeted at students, two targeted at adult workers</p> <p>Develop professional development workshops to address immediate workforce/industry needs</p> <p><u>Partners</u>                  CEDA Dream it Do it Council                  ID Dept of Labor                  Higher Education                  High Schools                  Industry Partners</p>	<p>Decrease in open in-demand positions in the region by 10 percent</p>
<p><i>By 2025, Career-Technical education opportunities increase in the region.</i></p>	<p><u>Tasks</u>                  Implement block schedules in rural schools to enable rural student participation at Lewiston High School</p> <p>Acquire a CTED Education Mobile Unit for rural CTE education</p> <p>Partner with the Idaho Workforce Development Council and the Idaho Department of Education to identify resources for career-technical education staffing, machinery, and materials</p> <p><u>Partners</u>                  Lewis-Clark State College                  Regional school districts                  Idaho Workforce Development Council                  Idaho Department of Education</p>	<p>Rural career-technical training opportunities increase in the region by 20 percent</p> <p>Career- technical training is delivered to 25 percent of the region’s students</p>

<b>Entrepreneurship, Business Development and Economic Empowerment Objective</b> <i>A comprehensive entrepreneurial and business development environment must be established to create, develop, and implement ideas</i>		
Strategy	Tasks and Partners	Benchmarks
<p><i>By 2021, businesses in the region will have knowledge and connection to workforce programs to recruit under-represented populations for employment.</i></p>	<p><u>Tasks</u>                      Identity workforce programs relevant to specific under-represented populations such as veterans, seniors, and those that have disabilities</p> <p>Hold two job fairs per year to connect under-represented populations to businesses/industries seeking employees</p> <p>Create an employer resource guide to define workforce programs specific to under-represented populations</p> <p><u>Partners</u>                      Idaho Department of Corrections                      Lewis-Clark State College                      School Districts                      CEDA Dream It Do It Council                      ID State Region 2 Workforce Development Council</p>	<p>Under-represented populations employment increases by 20 percent in the region</p> <p>Decrease in unfilled regional jobs by 20 percent</p>
<b>Healthy Communities Objective</b> <i>Access to quality amenities such as healthcare is integral to community vitality</i>		
Strategy	Tasks	Benchmarks
<p><i>By 2022, the region will develop a campaign to fill critical paid and volunteer Fire/EMS services in rural areas of the five counties of the region.</i></p>	<p><u>Tasks</u>                      Identify best practices/case studies to rural Fire/EMS volunteers</p> <p>Implement best practices/case studies to rural Fire/EMS volunteers as applicable to the region</p>	<p>Increase in number of rural Fire/EMS volunteers over 2020 level</p>

	<p>Create rural Fire/EMS providers mentor programs and promote in local papers and social media</p> <p><u>Partners</u>                  Counties                  Cities                  Rural Fire/EMS Providers</p>	
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**Strengthen Communities Goal: Inspire community vitality, develop infrastructure solutions, and galvanize regional collaboration thereby enhancing our communities’ unique characteristics, strengths, and assets to improve economic competitiveness.**

***Education and Workforce Development Objective***

*Education is crucial in meeting the needs of residents, industries and governments*

<b>Strategy</b>	<b>Tasks and Partners</b>	<b>Benchmarks</b>
<p><i>By 2023, elected and civic leaders will have access to professional development opportunities designed to build leadership pipelines.</i></p>	<p><u>Tasks</u>                      Utilize the Rural Community Development Initiative to increase awareness of public policy, planning, and leadership</p> <p>Assist regional Chambers develop and/or promote Chamber Leadership Programs</p> <p>Assist young professional groups in developing programs that increase leadership understanding</p> <p>Develop and execute regional leadership workshops and visioning exercises</p> <p><u>Partners</u>                      CEDA                      Chambers                      Community Development Initiative</p>	<p>Increase in the number of people volunteering and/or running for city councils and county commissions</p> <p>Increase in the number of civic organization volunteers</p>

	Inland NW Partners Civic/Fraternal Organizations Municipalities Counties	
<b>Infrastructure Objective</b>		
<b><i>Livable communities provide service options and support infrastructure to contribute to economic vitality</i></b>		
<b>Strategy</b>	<b>Tasks and Partners</b>	<b>Benchmarks</b>
<i>By 2020, the region will have identified incentives and needed zoning adjustments at local, county, and state levels to encourage workforce housing development.</i>	<p><u>Tasks</u> Review local building zoning/codes</p> <p>Identify zoning/codes that are inhibiting housing development growth</p> <p>Hold listening sessions with developers/builders to discuss zoning bottlenecks</p> <p>Evaluate legislation for potential change implementation</p> <p>Work with stakeholders to address zoning barriers</p> <p><u>Partners</u> Economic Developers Local ED Professionals Municipalities Land Developers Realtors/Realtor Associations</p>	Incentive and zoning amendments lead to a 5 percent increase of workforce housing units in the region
<i>Beginning in 2020, CEDA will host an annual housing summit to share information on financing, funding, home ownership, and housing availability.</i>	<p><u>Tasks</u> Convene realtors, economic developers, community stakeholders, and elected offices to evaluate, identify, and aggregate information regarding financing, funding, and home ownership</p>	Participation in annual Housing Summits increases by 5 percent annually

	<p>Host annual Housing Summit with partners such as Idaho Housing, HUD and USDA</p> <p><u>Partners</u>                  Economic Developers                  Local ED Professionals                  Realtors                  Business/Land Developers                  Elected Officials</p>	
<p><i>By 2021, additional Park &amp; Ride lots throughout the region increase shared commutes to and from employment.</i></p>	<p><u>Tasks</u>                  Survey interest and identify locations</p> <p>Survey employers for commuter partnerships</p> <p>Partner with Idaho Transportation Departments, municipalities, counties, and landowners to develop park and ride spaces to meet the need of workforce commuters</p> <p><u>Partners</u>                  Regional Public Transit Providers                  Major Employers                  Counties &amp; Municipalities</p>	<p>Regional Park &amp; Ride options increase by 25 percent</p> <p>Shared commutes increase by 10 percent</p>
<p><i>By 2022, regional housing advocacy partners will educate the private sector, local governments, potential developers, economic developers, financiers and other stakeholders on best practices to increase availability and diversity of available housing stock.</i></p>	<p><u>Tasks</u>                  Research housing development best practices to include rural housing</p> <p>Execute Housing Roundtables with local governments, developers, financiers and stakeholders to share and discuss identified best practices and ability to implement in the region</p>	<p>Increased understanding of regional housing weaknesses and possible solutions</p> <p>Participation in regional Housing Roundtables</p> <p>Identification of one community to complete a workforce house project based upon best practices and regional needs</p>

	<p>Identify one community for consideration for execution of identified best practice(s) and next steps for implementation</p> <p><u>Partners</u>                  Economic Developers                  Local ED Professionals                  Municipalities                  Land Developers                  Realtors/Realtor Associations</p>	
<p><i>By 2023, there will be increased coordination of regional air service providers, destinations, freight movement.</i></p>	<p><u>Tasks</u>                  Develop an ad hoc committee comprised of board, staff, and community stakeholders from the Lewiston-Nez Perce County Regional Airport and the Pullman Regional Airport to develop a plan to coordinate services that would enhance air travel and freight movement as well as create opportunities for cost-sharing</p> <p><u>Partners</u>                  Lewiston-Nez Perce County Regional Airport                  Pullman Regional Airport                  Airport providers/suppliers                  Regional industry</p>	<p>Increased air service by the attraction of one new carrier</p> <p>New destinations from regional airports due to an additional carrier</p> <p>Joint marketing campaigns will be executed with regional airports, tourism entities, and private business</p> <p>Freight distribution will increase by 5 percent through regional airports</p>
<p><i>By 2025, existing capacity will be leveraged to develop a robust middle mile and last mile system that provides sufficient redundancy and bandwidth to ensure critical communication services are maintained.</i></p>	<p><u>Tasks</u>                  Local ED Professionals identify and convene stakeholder groups</p> <p>Map and evaluate existing broadband systems</p> <p>Map ITD conduit/other publicly available conduit</p> <p>Identify E-Rate Network</p>	<p>Increase redundancy and/or bandwidth in one or more North-Central Idaho communities based upon evaluation of existing broadband systems</p> <p>Increase use of existing or new financing/funding for development, operation, and maintenance of middle and last mile infrastructure</p>

	<p>Map IRON network</p> <p>Identify and aggregate anchor institutions (industry, education, libraries, and healthcare) for collaborative opportunities</p> <p>Identify existing and/or develop new financing and funding for development, operation, and maintenance of middle and last mile infrastructure</p> <p>Recruit new service providers</p> <p>Encourage joint-use agreements (such as utility pole sharing)</p> <p>Facilitate agreements between providers to agree on methodology to demonstrate payback and timeframes of options</p> <p>Facilitate partnerships with local, state, federal for providing service and infrastructure for redundancy</p> <p><u>Partners</u>          Schools          Nez Perce Tribe          IRON          Idaho Transportation Department          Counties          Municipalities          Department of Commerce          Idaho State Broadband Taskforce          State of Idaho          Private industry          CEDA</p>	
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<p align="center"><b>Healthy Communities Objective</b></p> <p align="center"><i>A healthy community reflects a sense of mental and physical well-being which contributes to economic vitality</i></p>		
Strategy	Tasks and Partners	Benchmarks
<p><i>By 2023, the region will have an expanded knowledge of mental/behavioral health services for youth and adults.</i></p>	<p><u>Tasks</u>                      Create strategic partnerships to address the needs of those challenged behavioral/mental issues and generational poverty</p> <p>Conduct family engagement surveys at school to identify awareness of mental/behavioral health services for youth and adults</p> <p>Regional focus group to identify potential resource conduits and increase awareness of those services</p> <p>Create or provide education and information of existing mental/behavioral health services for youth and adults; disseminate information for youth through schools/counselors</p> <p>Enhance access and utilization to behavioral/mental health telehealth care</p> <p><u>Partners</u>                      School districts                      Region II Health District                      Region II Behavioral Health Board                      Community Action Partnership                      Boys &amp; Girls Club                      Counseling Clinics/Mental Health Providers                      Juvenile Centers                      Northwest Children’s Home</p>	<p>Referrals for mental/behavioral health services for youth increase by 10 percent and adults by 5 percent</p>

<p><i>By 2024, the region will expand medical clinics and/or pharmacies in rural communities.</i></p>	<p><u>Tasks</u>                  Create task force of medical providers, economic developers, community stakeholders and others to research best practices/case studies on rural health care clinics</p> <p>Identify communities in most need of a clinic and/or pharmacies</p> <p>Investigate the Bengal Pharmacy Kiosk in Kendrick, Idaho as a potential rural delivery system</p> <p>Inventory infrastructure, buildings, and broadband in communities with the most need</p> <p>Incorporate telehealth options in all newly constructed clinics</p> <p><u>Partners</u>                  Hospitals                  Clinics                  Municipalities                  Economic Developers                  Civic Organizations                  Community Stakeholders</p>	<p>Two new clinics and/or pharmacies are constructed in the region</p>
<p><i>By 2024, access to medical and mental healthcare via broadband and telehealth increases.</i></p>	<p><u>Tasks</u>                  Inform and educate users on how and what telehealth is through workshops, presentations, printed materials</p> <p>Seek changes from insurance providers to recognize and reimburse telehealth, especially for those living in rural communities</p>	<p>Increase in of availability of telehealth programs in North Central Idaho</p> <p>Increase in number of telehealth program users in North Central Idaho</p> <p>Increased state funding for telehealth programs in Idaho</p>

	<p>Advocate legislative change to expand funding for telehealth access</p> <p><u>Partners</u>                  Healthcare Providers                  Mental Healthcare Providers                  Clinics                  Region II Department of Health &amp; Welfare                  Internet Providers                  Economic Developers</p>	
<p><i>By 2025, pedestrian and bike safety will increase throughout the region, encouraging healthy lifestyles for the region's citizens.</i></p>	<p><u>Tasks</u>                  Encourage transportation planning in all communities</p> <p>Utilize TAP to implement</p> <p>Sponsor information and education workshops</p> <p>Advocate for implement of rails-to-trails to get bikes off state highways for safety</p> <p><u>Partners</u>                  Local Highway Technical Assistance Council                  Idaho Transportation Department                  Bike/Ped Clubs                  Civic Organizations                  Municipalities                  Counties                  Landowners</p>	<p>Bike and pedestrian trails increase in the region by 15 percent over current access</p>