

## Chapter 5 - The Regional Action Plan

The regional action plan consists of the prioritization of the regional economic development strategies and an overview of statewide agency initiatives that support the economic development efforts of the District.

The task force reviewed and prioritized 15 strategies identified as being CEDA led based upon greatest economic impact for the region, available resources, partnerships and organizational capacity. Five strategies were identified as high priority and two more strategies were ranked as secondary. Work plans will be developed for implementation of each prioritized strategy; yearly updates to the Comprehensive Economic Development will contain progress reports for each strategy. CEDA's Economic and Community Development Council will regularly review the plan and reprioritize strategies as initiatives and projects are implemented.

Strategies were prioritized as:

- 1. Strategy: *Beginning in 2020, CEDA will host an annual housing summit to share information on financing, funding, home ownership, and housing availability.***
  - Resources: CEDA, Economic Development Organizations, Realtors, Idaho Housing & Finance
  - Desired Outcome: Increased knowledge of regional housing issues, develop collaborative solutions leading to expands housing availability.
  
- 2. Strategy: *By 2022, the Region will convene a coalition of regional stakeholders to develop and implement a regional workforce and business attraction strategy.***
  - Resources: Private Industry, Higher Education, Economic Development Organizations, Chambers
    - Desired Outcome: A unified attraction strategy identifying the region's assets, industry and business clusters, and quality of life will draw interest to the region.
  
- 3. Strategy: *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.***
  - Resources: CEDA, Broadband Providers, Elected Officials, Counties, Municipalities
    - Desired Outcome: Broadband infrastructure ownership awareness leads to new broadband infrastructure development.

**4. Strategy: By 2022, the Region will have collaborative marketing strategies for training and education for the highest-in-demand occupations in the District.**

- Resources: CEDA Dream It Do It Council, ID Department of Labor, Higher Education, High Schools, Industry Partners
  - Desired Outcome: Industries will be able to fill the highest-in-demand positions as potential employees, students, parents, career guidance counselors, and educators will have knowledge of the potential careers, jobs, and training available in the area.

**5. Strategy: By 2023, elected and civic leaders will have access to professional development opportunities designed to build leadership pipelines.**

- Resources: CEDA, Chambers, Community Development Initiative, Northwest Community Development Institute
  - Desired Outcome: Leadership training leads to robust communities and civic organizations through a strong and ever-growing volunteer base.

**State Agency Initiatives**

Recognizing that regional economic development supports state economic development efforts, the six economic development districts of Idaho, the Idaho Department of Commerce and the University of Idaho have consolidated the various goals and objectives of major state agencies in efforts to align regional plans and support statewide initiatives and programs. The following are goals and/or objectives that support three broad goals adopted by the economic development districts and Idaho Department of Commerce – *Elevating Industry, Advancing Individuals* and *Strengthening Communities*.

	Elevate Industry	Advance Individuals	Strengthen Communities
<b>Idaho Department of Commerce</b>	Idaho companies and industries are the drivers of the state’s economy. Idaho makes it a priority to help them succeed by supporting their growth, reducing	Creating talent pipelines – pools of highly qualified people able to step into Idaho’s key industries – is critical to accelerating the state’s economy.	Help communities leverage their strengths to attract businesses and increase tourism while retaining their character.  Infrastructure is critical to an expanding economy. Our roads,

	<p>their costs, and advancing their technological capabilities.</p> <p>To succeed, companies must be able to focus on their core business. Idaho offers a hassle-free business environment; streamlined and responsive government services, and fair and consistent regulatory requirements.</p> <p>Technology and innovation advance existing industries and continually create new ones. Idaho is able to harness new technologies and embrace new innovations.</p>	<p>Education is a top priority for Idaho, specifically supporting education and training that span “K-through-Career.”</p> <p>For Idaho to remain competitive, we must increase the number of high-paying jobs that provide a livable wage.</p>	<p>bridges, airports and our water, sewer, and power sources must have the capacity to serve future growth. Idaho must accelerate our technical infrastructure – like broadband and high-speed wireless – to be competitive to industry.</p> <p>The spirit of collaboration can elevate communities, industries, and the entire state. Drawing Idaho’s communities and industries together with competitive regional strategies momentum that will continue for generations.</p>
<p><b>Idaho Department of Labor</b></p>	<p>Connect business, education and workforce.</p> <p>Implement a demand driven approach, which meets the needs of business and invests dollars in employer/industry focused programs that train candidates for specific positions that employers need today and in the future.</p> <p>Utilize Workforce Development Training Fund to provide training resources to employers for new</p>	<p>Connect business, education and workforce.</p> <p>Implement a demand driven approach, which meets the needs of business and invests dollars in employer/industry focused programs that train candidates for specific positions that employers need today and in the future.</p> <p>Utilize Workforce Development Training Fund to provide training resources to employers for new</p>	

	<p>full-time employees with needed skills or to upgrade the skills of current employees at risk of permanent layoff.</p> <p>Provide a mobility focused transportation system that drives economic opportunity.</p>	<p>full-time employees with needed skills or to upgrade the skills of current employees at risk of permanent layoff.</p> <p>Link job seekers with employers through the federal Wagner-Peyser Act funds, Workforce Investment Act funds, and labor market and career information.</p>	
<b>Idaho Transportation Department</b>	<p>Provide a mobility focused transportation system that drives economic opportunity.</p>	<p>Become the best organization by continually developing employees and implementing innovative business practices.</p>	<p>Commit to having the safest transportation system possible.</p>
<b>Idaho Department of Environmental Quality</b>	<p>Maintain efficient and protective environmental permitting programs.</p>		
<b>Idaho Parks and Recreation</b>	<p>Expand revenue generating opportunities within Idaho State Parks in the form of new retail items like firewood, ice cream and the rental of equipment.</p>		<p>Expand educational offerings within state parks and Idaho classrooms.</p> <p>Protect and expand access to Idaho’s motorized and non-motorized recreation trails.</p>
<b>Idaho State Board of Education</b>	<p>Improve the ability of the educational system to meet the educational needs and allow students to efficiently and</p>	<p>Set policy and advocate for increasing access for individuals of all ages, abilities, and economic</p>	<p>Increase research and development of new ideas into solutions that benefit society.</p>

	effectively transition into the workforce.	means to Idaho’s P-20 educational system.  Increase the educational attainment of all Idahoans through participation and retention in Idaho’s educational system.  Improve the processes and increase the options for re-integration of adult learners into the education system.	Ensure educational resources are used efficiently.
<b>Idaho Department of Agriculture</b>	Continue to support the growth and sustainability of Idaho’s agriculture industry.  Foster confidence in Idaho’s agriculture industry and market transactions.		Protect the public, plants, animals, and environment using regulation and education.  Be a pro-active resource to quickly adapt to new challenges and opportunities facing Idaho.

### Economic Development Planning Resources

North Central Idaho has access to a wide array of resources to address economic development opportunities and challenges.

#### **FEDERAL PARTNERS**

- **US Department of Commerce** leads the federal economic development agenda by promoting innovation and competitiveness and preparing American regions for growth and success in the worldwide economy. Region X, Seattle Regional Office, serves the Clearwater Economic Development District. The Economic Development Administration (EDA) provides important grant funding resources for economic development. Clearwater Economic Development Association is the conduit to this funding source.
  - [www.eda.gov](http://www.eda.gov)
  - [www.eda.gov/PDF/2009%20SRO%20Contacts.pdf](http://www.eda.gov/PDF/2009%20SRO%20Contacts.pdf)

- [www.clearwater-eda.org](http://www.clearwater-eda.org)
- **USDA Rural Development** provides funding sources for businesses and cooperatives, housing and community facilities, and utilities. The Clearwater Economic District is served by the State of Idaho and Coeur d'Alene Office.
  - [www.rurdev.usda.gov](http://www.rurdev.usda.gov)
  - [www.rurdev.usda.gov/id](http://www.rurdev.usda.gov/id)
  - [www.rurdev.usda.gov/id/area.htm](http://www.rurdev.usda.gov/id/area.htm)
- **U.S. Department of Housing and Urban Development (HUD)**
  - [www.hud.gov](http://www.hud.gov)
- **U.S. Department of Transportation:**
  - Federal Aviation Administration (FAA): [www.faa.gov](http://www.faa.gov)
  - Federal Transit Administration (FTA): [www.fta.dot.gov](http://www.fta.dot.gov)
  - Federal Highway Administration (FHWA): [www.fhwa.dot.gov](http://www.fhwa.dot.gov)

#### **STATE PARTNERS**

- The **Economic Development Districts of Idaho (EDDI)** link the planning organizations for the six, Idaho-based US Department of Commerce Economic Development Districts and include Region I - *Panhandle Area Council*; Region II - *Clearwater Economic Development Association*; Region IV - *Region IV Development Association*; Region V - *Southeast Idaho Council of Governments*; and Region VI - *East Central Planning and Development Company*.
- **Idaho Department of Commerce** provides connection to resources for business, innovation, communities, travel, media, and career opportunities. IDC administers three major funding programs: the Idaho Community Development Block Grant, the Rural Community Block Grant, and the GEM Grant. The Idaho Business Network provides services to assist businesses in government contracting.  
[www.commerce.idaho.gov](http://www.commerce.idaho.gov)

- **Idaho Department of Labor** is an integral partner in linking workers and businesses to each other. IDL provides workforce training programs, job seeker information, labor market information and analysis, as well as access to grant resources. [www.labor.idaho.gov](http://www.labor.idaho.gov)
- **Association of Idaho Cities** aids in governance and management to Idaho cities. [www.idahocities.org](http://www.idahocities.org)
- **Idaho Association of Counties** provides assistance in governance and management to the counties of Idaho. [www.idcounties.org](http://www.idcounties.org)
- **Idaho Nonprofit Center** assists non-profit organizations in development, governance, and management. [www.idahononprofits.org](http://www.idahononprofits.org)
- **Boise State University Environmental Finance Center (EFC)** is a site for **US EPA Region 10**. EFC's mission is to provide help to those facing the "how to pay" challenges of environmental protection. [www.efc.boisestate.edu/efc](http://www.efc.boisestate.edu/efc)
- **Idaho Economic Development Association** links local economic development associations to address common interests. [www.ieda.biz](http://www.ieda.biz)
- **Idaho Rural Partnership** links public and private resources for collaboration to address rural community and business challenges. [www.irp.idaho.gov](http://www.irp.idaho.gov)
- **Idaho Rural Water Association** provides technical assistance and training to the water and wastewater systems in Idaho. [www.idahoruralwater.com](http://www.idahoruralwater.com)

#### **REGIONAL PARTNERS**

- **Clearwater Economic Development Association (CEDA)** assists businesses and communities by acting as a conduit to needed resources for economic and community development. CEDA's small business financing program provides funding for start-up and emerging businesses unable to secure conventional financing. CEDA assists communities in developing, financing, and managing development projects and programs. The CEDA office is located in Lewiston, Idaho. [www.clearwater-eda.org](http://www.clearwater-eda.org)
- **Clearwater Resource Conservation & Development (Clearwater RC&D)** provides leadership in building local collaborations for sustainable community and resource development to improve the quality of life for residents of North Central Idaho. The Clearwater RC&D is a non-profit organization established and run by volunteer elected and civic leaders who plan and carry out projects for resource conservation and community development in Clearwater, Idaho, Latah, Lewis, and Nez Perce counties. The RC&D office is located in Moscow, Idaho. [www.clearwaterrcd.org](http://www.clearwaterrcd.org)

- **North Central Idaho Travel Association (NCITA)** promotes travel opportunities and develops and implements programs related to tourism in the five counties of North Central Idaho. [www.northcentralidaho.info](http://www.northcentralidaho.info)
- **Northwest Intermountain Manufacturers Association (NIMA)** serves the manufacturers in Clearwater, Idaho, Latah, Lewis, and Nez Perce counties of Idaho and Asotin, Garfield, Whitman, and Columbia counties of Washington. NIMA provides technical assistance and links manufacturers to existing resources. [www.northima.org](http://www.northima.org)
- **Nez Perce Tribe Economic Development** assists the Nez Perce Tribe in economic, community, and transportation planning. [www.nezperce.org/Official/economiccommunitytransportationplanning.htm](http://www.nezperce.org/Official/economiccommunitytransportationplanning.htm)
- Washington State University and the University of Idaho, in partnership with the Latah and Palouse Economic Development Councils, make up **the Palouse Knowledge Corridor (PKC)**. The PKC combines the resources of the two research land-grant institutions located eight miles apart to offer courses and conduct research. The vision of the PKC is to create a diverse, vibrant, and sustainable economy that respects the social fabric of our communities and our natural environment. [www.palouseknowledgecorridor.com](http://www.palouseknowledgecorridor.com)
- **The University of Idaho** has established the University of Idaho Economic Development Council that is responsible for overseeing how the University of Idaho promotes and provides support to economic development opportunities. One of the programs providing North Central Idaho resources for economic development is the Office of Technology Transfer (OTT). The mission of the OTT is to promote the transfer of commercially valuable knowledge and information developed at the University to the businesses most capable of reducing them to practice. [www.uro.uidaho.edu/ott](http://www.uro.uidaho.edu/ott)
- The **Two Degrees Northwest Where Art Meets the Land Initiative** is being guided by the University of Idaho Department of Agricultural Economics and Rural Sociology. The strategy is to help communities identify, enhance, and market their unique sites, heritage, culture, and products by developing trails, guides, and services for very rural communities. [www.2dnw.org](http://www.2dnw.org)
- **Lewis-Clark State College Programs** that assist the region in development include:
  - The **Idaho Small Business Development Center at Lewis Clark State College** helps small businesses determine direction, find solutions, and make an impact. The Idaho SBDC is committed to providing quality business and technical consulting, as well as research and training services to small businesses and manufacturers throughout North Central Idaho. Idaho SBDC assistance is available to anyone interested in starting or expanding a for-profit small business in Idaho. This includes: small business owners and

managers, home-based businesses, inventors with a product to develop and market, manufacturers, retailers, wholesalers, service companies, and agriculture or natural resource ventures. [www.lcsc.edu/ISBDC](http://www.lcsc.edu/ISBDC)

- **Lewis-Clark State College Workforce Training** provides for the educational needs of individuals in the workforce. Classes offer information and knowledge employees need to remain current in their fields or to move up the career ladder. Teachers are industry subject matter experts who are eligible for occupational specialist teaching certificates in the state of Idaho. They provide training at times and locations to meet the needs of students and employers and have online offerings. [www.lcsc.edu/wft](http://www.lcsc.edu/wft)

### **COUNTY PARTNERS**

- **Partners for Economic Prosperity (PEP)** is a private, nonprofit 501(c)(6) corporation located in Moscow. PEP's goal is to bring business, government, education, and community leadership together for the purpose of strengthening the Latah County economy through the retention, and recruitment of new business activity. [www.pepedo.org](http://www.pepedo.org)
- **Clearwater County Economic Development Council's (CCEDC)** mission is to foster a thriving business climate by facilitating proactive partnerships and leveraging available resources for the benefit of existing, start-ups, and new businesses countywide. [www.clearwatercounty.org/?EconomicDevelopment](http://www.clearwatercounty.org/?EconomicDevelopment)
- **Ida-Lew Economic Development Council (Ida-Lew)** works to retain and expand existing businesses, recruit new businesses that can benefit from Idaho's favorable business climate, and aids entrepreneurs that are establishing new businesses. [www.ida-lew.org](http://www.ida-lew.org)

### **COMMUNITY PARTNERS**

- **Valley Vision** serves the border communities of Lewiston, Idaho, and Clarkston, Washington. Its focus includes business recruitment, retention, and expansion. [www.lewis-clarkvalley.com](http://www.lewis-clarkvalley.com)
- **Framing Our Community (FOC)**, a 501(c)(3) nonprofit organization, was founded in 1999 by community members in the non-incorporated community of Elk City to develop economic opportunities. [www.framingourcommunity.org](http://www.framingourcommunity.org)
- **City of Moscow – Community Development's** mission is to be responsive and sensitive to the needs of the public and to preserve and promote Moscow's distinctive character and foster a well-balanced, high-quality living and working environment through long-range planning and code administration. [www.moscow.id.us](http://www.moscow.id.us)

- **The Moscow Urban Renewal Agency** promotes and supports projects that achieve sustainable economic growth, vitality, and which enhance the community. The URA oversees two Districts, Legacy Crossing, and the Alturas Technology Park. [www.moscowura.com](http://www.moscowura.com)
- **City of Lewiston – Community Development:** provides services in planning and zoning, building inspections and plan review, permits, business licensing, code enforcement, and economic development. [www.cityoflewiston.org](http://www.cityoflewiston.org)
- **The City of Lewiston Urban Renewal Agency** administers the Tax Increment Financing revenues to stimulate economic development and eliminate blight. [www.cityoflewiston.org](http://www.cityoflewiston.org)