

2022 ANNUAL UPDATE



NORTH CENTRAL WASHINGTON ECONOMIC DEVELOPMENT DISTRICT (NCWEDD)

**Comprehensive Economic Development
Strategy (CEDS)**

Approved by the EDA on June 10, 2022



The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in the North Central Washington (NCW) region through a locally-based, regionally-driven economic development planning process.

The CEDS is a strategy-driven plan for regional economic development resulting from a planning process designed to build capacity and guide the economic prosperity and resiliency of the NCW region.

The following geographic areas are served by the NCWEDD:

Chelan County
Douglas County
Okanogan County
Colville Confederated Tribes

CEDS UPDATE COMMITTEE

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EXECUTIVE SUMMARY

Designed to foster an innovative and resilient economy for businesses, workers, and families, the work of the NCWEDD is characterized by a vibrant and diverse economy. The guiding principles of the NCWEDD were established to create a broader framework that identifies a set of values critical to making tangible progress towards the mission and vision. The NCWEDD:

- Values the preservation of unique and significant natural and cultural resources, and respect diverse cultures.
- Encourage participation of all citizens and consensus-based planning and recognize that success requires a long-term commitment.
- Value the importance of understanding our regional economy and using that to share the future.
- Believe partnerships expand opportunities.
- Encourage sustainable economic development, believing that the integration of community, economy, and environment is key to success.
- Play a leadership role for regional economic development in the region
- Believe in building on our strengths and supporting the maintenance and preservation of existing business and infrastructure.

The NCWEDD develops the Comprehensive Economic Development Strategy (CEDS) every five (5) years to provide direction for regional economic development. The annual update ensures documentation of progress and plan relevancy to current initiatives. The CEDS incorporates economic resiliency and the following basic elements:

- *Summary Background: a summary background of the economic conditions of the region;*
- *SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities, and threats;*
- *Strategic Direction/Action Plan: The strategic direction and action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other regional plans where appropriate to do so. The action plan identifies stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds; and*
- *Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.*



Within each annual update and performance report, the following major components are (1) Adjustment to the Strategy; (2) Report on Economic Development Activities; (3) Evaluation of Progress on Action Plan Goals; (4) Schedule of Goals for the Next Year; and (5) Economic Resiliency. The following pages will provide content updated within the CEDS Plan itself and the progress that has been made through the 2021 program year.

CEDS SUMMARY

Adopted by NCWEDD Board of Directors on July 14, 2021 and in addition to the four (4) main elements of the plan (summary, SWOT, action plan, and evaluation), the CEDS also looks at existing conditions, community investment priorities, and opportunity zones (OZs).

The U.S. Department of the Economic Development Association (EDA) provides guidance and approval of the CEDS comprehensive and annual plans. In April of 2021, the EDA updated its seven investment priorities to include:

1. Equity
2. Recovery & Resiliency
3. Workforce Development
4. Manufacturing
5. Technology-Based Economic Development
6. Environmentally-Sustainable Development
7. Exports and Foreign Direct Investment (FDI)

Continuing from 2021 and ongoing, the NCWEDD serves as a vital force in assisting the region to grow and prosper with primary functions to assist existing businesses in retaining employees and expanding, encouraging new small business development throughout the region, facilitate economic development activities with other organizations in the community, and offer technical assistance to our regional partners, businesses, and other organizations.

Development of the SWOT analysis included both a community-level and region-wide needs that reflected the following factors:

1. Condition adjustments from the 2020 SWOT to the early stages of the pandemic;
2. Changing conditions associated with the economic downturn due to the pandemic;
3. Updated community feedback from Our Valley Our Future spring 2021 surveys;
4. Elected official input gathered from various NCW communities; and
5. Contribution of the CEDS working group and NCWEDD Board members.

Evaluating the SWOT analysis results provides a bridge to the Action Plan through derived strategic implications for the NCWEDD including how the region is large with a historically natural resource-based economy and diverse population; how the region's economy and demographics are changing but with significant urban and rural disparities; how experience of the pandemic has shown that economic resilience and vitality can be jeopardized by forces ranging from wildfires to emergency response to rapid in-migration and educational attainment; and finally, how building on its diversity, NCW is moving forward with an economic development strategy focused on business and property development (or reuse) together with community empowerment.

CEDS Goals are guided by the EDA Investment Priorities and include 2-4 supporting objectives (details can be found on pages 17-19 of the CEDS Plan). Each goal represents a guiding principle outlined in the Executive Summary; they are one in the same.

CEDS ACTION PLAN

Providing guidance on “how” the NCWEDD achieves the identified goals and objectives, the Action Plan covers short- and long-term action steps. There are three ways of implementation:

1. Priority Project Rankings
2. Work Plan Priorities
3. Supported Focus Areas

All work directly supported by the NCWEDD must analyze local economic conditions, define regional economic development goals, determine economic development opportunities, and/or formulate and/or implement an economic development program in the NCW region.

PRIORITY PROJECTS

The top ten ranking project applications are provided below. Received from communities throughout the NCW region, the priority projects include multi-phase plans and new initiatives. Applications for projects are received annually to receive support from the NCWEDD. Prior year rankings include:

- Brewster Broadband Initiative (2021)
- Giga Watt Site Adaptive Reuse (2021)
- Malaga Waterline Extension (2021)
- Chelan Airport Waterline Extension (2021)
- Tonasket South End Annexation (2021)
- Old 97 Hospital Way Street Improvements (2021)
- Chief Tonasket Park South End Access (2021)
- US 97 and Shumway Road Intersection (2021)
- Tonasket Public Library (2021)
- Oman Municipal Airport Water (2021)

Below is a table of the 2022 top ten projects.

RANK	TITLE & DESCRIPTION
1	OKANOGAN COUNTY BROADBAND – PINE CREEK: This project will develop a fiber-to-the-home broadband system in the South Pink Creek service area of Okanogan County capable of offering 1Gbps services.
2	PATEROS STARR ROAD BUSINESS DEVELOPMENT: Development of the Starr Road site is an important piece of Pateros’s work towards economic recovery and revitalization. After years of static economic activity and the widespread devastation caused by the 2014 Carlton Complex Fires, the development of the 16.6 acre former landfill site was the potential to bring new revenue streams and new jobs to the City of Pateros. The results of this study find that the feasibility of developing the Starr Road site is dependent on the City’s ability to identify and secure grant dollars for initial development and additional grants and low interest loans for subsequent improvements.
3	MALAGE INDUSTRIAL UTILITY EXTENSION: Chelan and Douglas counties have a shortage of large parcel fully served industrial sites. The Chelan Douglas Regional Port Authority (CDRPA) has purchased a 72.5 acre industrially zoned parcel south of Wenatchee, WA to fill this need. It has good road access, a natural gas line, and fiber optic telecommunications backbone serving the property currently with significant power infrastructure nearby. This project would extend water to the site from the regional water connection in Wenatchee and connect the sewer line to the Wenatchee

	sewer treatment plant. This project is located in a Chelan County Opportunity Zone.
4	BACKING SMALL NCW – PROJECT ELEVATE: It is extremely difficult to bring meaningful economic development projects to small cities and towns in NCW. These communities lack economic prosperity which is very apparent by the vacant and underutilized buildings in these communities. The CDRPA has developed an initiative to purchase buildings in each of the small communities in Chelan and Douglas Counties, rehabilitate it, and then lease the building for commercial, retail, or industrial activity. This will be multi-year project.
5	BREWSTER BROADBAND INITIATIVE: The City of Brewster plans on partnering with internet service provider on the build out of the infrastructure required to make broadband internet access available and affordable to every business, residence, and industry within the city limits. The project has an estimated cost of \$2,000,000.
6	GIGA WATT ADAPTIVE REUSE: The CDRPA is planning to adapt and reuse a closed ,partially built block chain facility in the Pangborn Airport Business Park. At full build out, the site will have 25 structures of 1,356s/f over approximately 8 acres. The goal of this project is to transform this site into a community asset by creating small, affordable industrial spaces serving small businesses with an emphasis on serving traditionally underserved business owners. This project is in the Douglas County Opportunity Zone.
7	ECONOMIC ALLIANCE RETAIL ACADEMY: The Economic Alliance (EA) will work with Retail Strategies (a national organization specializing in community and economic development). Retail Strategies will provide a person, tailored to the county and all municipalities within Okanogan County. At a minimum, the course will cover retail trends, retail expansion, site selection, development process, and best practices for retail recruitment. Okanogan County and each community (13 municipalities) who participate will receive a customized marketing plan, real estate analysis, and custom demographic research to include custom trade areas identified through mobile data. and retail prospect identification. This information will be used to assist each community and the county plan for future development and assist in marketing their community. All materials will be available electronically and be available on multi partner websites.
8	TONASKET PERFECT PASSAGE: Since the early 1990s, the City of Tonasket has had the goal of developing a second point of access to Chief Tonasket Park as means to address the public health and safety concerns raised by the existing single-access through an active fruit warehousing/shipping complex. The planned project is intended to move the project forward through preparation of preliminary design options which are needed to finalize agreements with Okanogan County and a private landowner regarding the right-of-way required to construct the access; delineation of wetlands adjoining existing crossing and approaches; preparation of cost estimates for selected design options. The project is estimated to cost \$50,000.
9	WINTHROP EV CHARGING STATION: Installation of the first and only public electric vehicle charger in Winthrop. The project consists of upgrading power and installing two each level 3 and level 2 chargers on City property within easy walking distance to downtown and parks. Currently, there are is no level 3 charging in the Methow Valley, a key segment of the North Cascades Scenic Loop.
10	AFFORDABLE HOUSING INFRASTRUCTURE DEVELOPMENT: The rapid loss of affordable housing is a crisis in the region and, most notably, in the Methow sub-

	<p>basin. The development of affordable housing units requires access to affordable land and affordable infrastructure (roads/utilities). The Methow Housing Trust has leveraged the donation of 16 developable acres in Winthrop with the potential for up to 50 affordable housing units. With a combination of homeownership and rentals, this project has resources to provide skills and capacity for construction at an affordable cost level. A barrier is the high cost of infrastructure development, required to meet the needs of the City’s long-term goals and needs. Additionally, immediate housing units are essential for the on-going sustainability of a healthy community and economy that depends on the availability of workforce housing for local community members.</p>
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2021 WORK PLAN INITIATIVES

Work plan initiatives guides the allocation of NCWEDD resources. Each year work plan items are completed, continued, adjusted, or removed. The table below provides a status update for each 2021 initiative and status going into the 2022 program year.

2021 status options include Completed and Not Completed. 2022 status options include Continuing, Closed, or Cancelled. Each status identifies one of the below states:

1. Completed/Continuing ~ this project was successfully implemented in 2021 and an additional iteration will be undertaken during 2022. This is common for events.
2. Completed/Closed ~ this project was successfully implemented in 2021 though will not be repeated in 2022.
3. Not Completed/Continuing ~ there is progress being made though to be fully implemented, 2022 resources will be allocated.
4. Not Completed/Closed ~ this project was unable to be finished in 2021 and resources will not be allocated to its completion in 2022 due to circumstances outside of the NCWEDD’s control.
5. Not Completed/Cancelled ~ this project was unable to be finished in 2021 and resources will not be allocated to its completion in 2022 due to circumstances within the NCWEDD’s control.

INITIATIVE	Supernova Business Launch Competition
DESCRIPTION	Providing technical assistance to businesses looking to startup, expand, or relocate in the NCWEDD service area.
CEDS OBJECTIVES	<p>1.2 ~ encouraging business development initiatives for populations that have been economically disadvantaged</p> <p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>4.1 ~ building partnerships for purposes of leveraging resources for economic development</p> <p>5.2 ~ positioning the NCW region at the leading edge of applied technologies</p> <p>7.3 ~ facilitating business-to-business networking</p>
EDA PRIORITIES	Equity, Recovery & Resilience, and Workforce Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Businesses entering the competition: 31 • Participants in the main event: <i>due to the pandemic-related challenges, our main event had to shift from in-person to fully online. We welcomed six of our registered ten finalists during the stream. In addition we had around 10</i>

	<p><i>participants help host the event and did a live stream on Facebook so the public could join us.</i></p> <ul style="list-style-type: none"> • Business addressing Social Determinants of Health: <i>16 businesses addressed at least one social determinant of health.</i>
2021 STATUS	COMPLETED
2022 STATUS	CONTINUING ~ The 3 rd annual SBLC cohort will be walked through a small business boot camp, connect with local experts, engage in networking expanding events, and vie for various possible awards at Main Event in fall of 2022.

INITIATIVE	NCWEDD Recovery Dashboard
DESCRIPTION	Launch a digital resource for viewing real-time, county-level data utilizing mobile data to produce funding-based reports that are comprehensive and accurate.
CEDS OBJECTIVES	<p>3.1 ~ preparing and regularly updating economic information of value to NCW communities and businesses</p> <p>3.2 ~ application of on-going monitoring for region-wide economic benchmarks</p> <p>4.3 ~ building external partnerships with outside vendor resources</p> <p>5.1 ~ helping prioritize needs for economic recovery and long-term resilience</p> <p>6.1 ~ serving as regional convener and information clearinghouse for economic recovery, resilience, and development</p>
EDA PRIORITIES	Recovery & Resilience and Workforce Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of county-level data metrics provided: <i>12 metrics highlighting small businesses, recovery, and resiliency</i> • Timelines of updates: <i>as planned, updates were able to take place in real time each week, month, quarter, and some annually.</i> • Number of website visits by county: <i>in total, the dashboard received over 4,875 visits with an average engagement time of 8.2 minutes. Social media drove almost 925 hits with an average engagement time of 3.05 minutes. The top two indicators visited in each county were short-term rentals and remote worker data.</i>
2021 STATUS	COMPLETED
2022 STATUS	CLOSED ~ not continuing into 2022.

INITIATIVE	Tourism as an Economic Driver
DESCRIPTION	Convene the Tourism Summit with regional partners to provide tourism-focused information including legislative updates, financial resources, program details, and new project launches.
CEDS OBJECTIVES	<p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>3.3 ~ supporting/assisting in conduct of customized research on topics pivotal to economic recovery and resilience</p> <p>4.2 ~ maintaining and building on existing partnerships with business organizations and non-profits</p> <p>5.1 ~ helping prioritize needs for economic recovery and long-term resilience</p> <p>6.1 ~ serving as regional convener and information clearinghouse for economic</p>

	recovery, resilience, and development 7.3 ~ facilitating business-to-business networking across industries with common economic development interests
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, and Environmentally Sustainable Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of Tourism Summit participants: <i>81 joined virtually</i> • <i>Tourism Summit event sponsorships: this event did not seek fiscal sponsors though a few organizations donated to the swag box that was mailed out to each registered participant.</i> • Number of inquiries in response to agenda items: <i>the local recreation organization (TREAD) received state funding for their trail app. In addition, the City of Chewelah began a partnership with Retail Strategies, and the Cascade Loop obtained two new members.</i> • Change in NCW lodging tax revenues: <i>Unable to track this year</i> • <i>Ability to continue hosting the Tourism Summit: Overall engagement was good considering the virtual nature of the format. A successful boraer collaboration was formed between two regions and excitement for the 2022 event was expressed right away.</i>
2021 STATUS	COMPLETED
2022 STATUS	CONTINUING

INITIATIVE	Retail Strategies
DESCRIPTION	Communities participate in an online Retail Academy program designed to encourage downtown centered strategies and reinvigorate retail as an economic catalyst including attracting new businesses while supporting existing ones.
CEDS OBJECTIVES	1.2 ~ encouraging business development initiatives for populations that have been economically disadvantaged 2.3 ~ sponsoring programs and events that involve widespread business and community participation 3.3 ~ supporting/assisting in conduct of customized research on topics pivotal to economic recovery and resilience 4.3 ~ building external partnerships including with national firms 5.1 ~ helping prioritize needs for economic recovery and long-term resilience 6.1 ~ serving as regional convener and information clearinghouse for economic recovery, resilience, and development 7.1 ~ assisting existing businesses for retention with preservation of existing investment 7.2 ~ supporting recruitment of new business that will both enhance and diversity the local economic base 7.3 ~ facilitating business-to-business networking across industries with common economic development interests
EDA PRIORITIES	Equity, Recovery & Resilience, Technology-Based, and Environmentally Sustainable Development
2021 KEY PERFORMANCE	<ul style="list-style-type: none"> • Number of program participants from selected communities: <i>each community was provided 4 account access options for a total of 24 through</i>

INDICATOR UPDATE	<p><i>the region. Follow-up to the online academy included an in-person workshop where we had 12 total attendees for that.</i></p> <ul style="list-style-type: none"> • Resulting strategies and plans for implementation: <i>Retail Strategies data specific to our region has catalyzed interest from national partners such as Dollar General, O'Reilly's Auto Parts (will open a new store summer of 2022 in Chelan), and Marshall's (will open in fall of 2022 in Omak). We continue to receive interest from national and local partners as a result of the data being used by communities and counties along with increased recruitment efforts.</i> • Number of existing businesses assisted and/or established: <i>Currently, 3 new Dollar General store locations have been secured with 2 additional location in discussion. Retail Strategies data has provided support for businesses along Route 97 to understand traffic counts, revenue gaps, and consumer needs; such as a new general dollar store in Pateros, WA.</i>
2021 STATUS	COMPLETED
2022 STATUS	CLOSED ~ not continuing into 2022 as we explore option for future partnerships that best fit the needs and capacity of our small rural communities.

INITIATIVE	Economic Forum
DESCRIPTION	Host a forum for the region with focus areas including housing, agriculture, hospitality, retail/downtown place-making, workforce development, broadband/telework, and recovery planning.
CEDS OBJECTIVES	<p>1.1 ~ repositioning the NCW economy to protect and benefit from the region's natural and cultural resources</p> <p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>3.1 ~ preparing and updating economic information and value to NCW businesses and communities</p> <p>4.1 ~ encouraging partnerships for purposes of leveraging resources and sharing best practice opportunities</p> <p>6.1 ~ serving as a regional convener and information clearinghouse for economic recovery, resilience, and development</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, and Environmentally Sustainable Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of participants: 56 • Event sponsorship funding: <i>Support was provided by LocalTel Communications and the Okanogan County Economic Alliance</i> • Ability to continue hosting the Economic Forum: <i>NCWEDD Board members and staff have decided this forum structure is not the most beneficial to participants and are in the process of transitioning the focus to a format that best serves the small businesses and communities.</i>
2021 STATUS	COMPLETED
2022 STATUS	CLOSED ~ not continuing in 2022 and shifting towards a technical assistance approach to bridge the resource gaps in NCW

INITIATIVE	Opportunity Zones
DESCRIPTION	Supporting coordination for the NCW's federally authorized North Start Opportunity Zones (OZs) including digital presence, industry expertise, and exploring viable OZ opportunities.
CEDS OBJECTIVES	<p>1.2 ~ encouraging workforce and business development opportunities for economically disadvantaged populations</p> <p>1.3 ~ supporting economic development plans and projects of the Colville Confederated Tribes</p> <p>2.3 ~ sponsoring and participating in programs involving widespread business and community participation</p> <p>4.3 ~ building on external partnerships including a nationally recognized firm for OZ implementation</p> <p>5.3 ~ providing best practice resources to invest in physical and human infrastructure</p> <p>6.2 ~ with NCWEDD playing a support role to recognized private firm implementation capacity</p> <p>7.4 ~ encouraging community-based projects that can demonstrate regional as well as local benefits.</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, Manufacturing , Tech-Based, Environmentally Sustainable Development, and Export/FDI Opportunity. Depending on the nature of development most suitable to each community.
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of OZ communities with identified sites and public/private investment interest (in the pipeline): 6 • Number of transactions completed: <i>One project is set to break ground in summer of 2022, one is currently in NDA status, and a third is currently having a feasibility study completed</i> • Sites redeveloped together with associated project investment: <i>the Ferry County and Colville Confederated Tribe's biomass project.</i>
2021 STATUS	NOT COMPLETED
2022 STATUS	CONTINUING

INITIATIVE	Community Profiles
DESCRIPTION	Data metrics for twenty four (24) NCW communities identifying economic development needs and opportunities to produce a standardized document used for investment prospectus including key options within the OZs.
CEDS OBJECTIVES	<p>1.2 ~ encouraging workforce and business development opportunities for economically disadvantaged populations</p> <p>1.3 ~ supporting economic development plans and projects of the Colville Confederated Tribes</p> <p>2.1 ~ continuing and expanding outreach to NCW communities</p> <p>2.2 ~ participating in and reflecting citizen input from <i>Our valley Our Future</i> and future Okanogan County visioning</p> <p>3.1 ~ preparing updated economic information of value to NCW communities and businesses</p>

	<p>4.2 ~ maintaining and building on existing local and regional governmental and non-profit partnerships</p> <p>5.3 ~ providing best practice resources for NCW’s small communities to invest in physical and human infrastructure</p> <p>6.1 ~ serving as regional information clearinghouse for economic recovery, resilience, and development</p> <p>7.4 ~ encouraging community-based projects that can demonstrate regional as well as local benefits</p>
EDA PRIORITIES	Specific attention to Equity, Recovery/Resiliency, and Workforce Development though expected to support all seven (7) priorities.
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Community participation in identifying infrastructure and public-private investment opportunities: • Data metrics included with all profiles: • Utilization by participating communities, businesses, and citizens:
2021 STATUS	NOT COMPLETED ~ We expect to see completion by June 1, 2022
2022 STATUS	CONTINUING ~ if not completed by end of program year 2021.

2022 WORK PLAN INITIATIVES

Work plan initiatives guide the allocation of NCWEDD resources. Each year work plan items are completed, continued, adjusted, or removed. The table below provides a list of the 2022 work plan initiatives that are new or continuing for the program year.

INITIATIVE	BACKING SMALL NCW ~ Supernova Business Launch Competition
DESCRIPTION	Providing technical assistance to businesses looking to startup, expand, or relocate in the NCWEDD service area.
CEDS OBJECTIVES	<p>1.2 ~ encouraging business development initiatives for populations that have been economically disadvantaged</p> <p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>4.1 ~ building partnerships for purposes of leveraging resources for economic development</p> <p>5.2 ~ positioning the NCW region at the leading edge of applied technologies</p> <p>7.3 ~ facilitating business-to-business networking</p>
EDA PRIORITIES	Equity, Recovery & Resilience, and Workforce Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Businesses entering the competition: • Participants in the main event: • Business addressing Social Determinants of Health:
2022 STATUS	
2023 STATUS	

INITIATIVE	Tourism as an Economic Driver
DESCRIPTION	Convene the Tourism Summit with regional partners to provide tourism-focused information including legislative updates, financial resources, program details, and new project launches.

CEDS OBJECTIVES	<p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>3.3 ~ supporting/assisting in conduct of customized research on topics pivotal to economic recovery and resilience</p> <p>4.2 ~ maintaining and building on existing partnerships with business organizations and non-profits</p> <p>5.1 ~ helping prioritize needs for economic recovery and long-term resilience</p> <p>6.1 ~ serving as regional convener and information clearinghouse for economic recovery, resilience, and development</p> <p>7.3 ~ facilitating business-to-business networking across industries with common economic development interests</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, and Environmentally Sustainable Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of Tourism Summit participants: • Tourism Summit event sponsorships: • Number of inquiries in response to agenda items: • Change in NCW lodging tax revenues: • Ability to continue hosting the Tourism Summit:
2022 STATUS	
2023 STATUS	

INITIATIVE	Downtown Strategies
DESCRIPTION	Communities participate in a strategic planning process to develop a Downtown Action Plan that guides activity implementation in the next 5 years.
CEDS OBJECTIVES	<p>1.2 ~ encouraging business development initiatives for populations that have been economically disadvantaged</p> <p>2.3 ~ Sponsor and participate in programs and events that involved widespread business and community participation</p> <p>3.3 ~ Support and assist in conducting customized economic research on topics pivotal to regional recovery and resilience</p> <p>4.1 ~ Encourage local, regional, statewide, and broader partnerships for purposes of leveraging resources for economic development, sharing best practice opportunities, and achieving synergistic multi-party benefits</p> <p>4.2 ~ Maintain and build on existing local and regional partnerships</p> <p>5.3 ~ Provide best practice resources for the region’s small communities to invest in physical and human infrastructure</p>
EDA PRIORITIES	Equity, Recovery & Resilience
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of communities with a downtown plan: • Sector representation during the planning process: • Implementation results of plan adoption:
2022 STATUS	
2023 STATUS	

INITIATIVE	Economic Forum
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DESCRIPTION	Host a forum for the region with focus areas including housing, agriculture, hospitality, retail/downtown place-making, workforce development, broadband/telework, and recovery planning.
CEDS OBJECTIVES	<p>1.1 ~ repositioning the NCW economy to protect and benefit from the region’s natural and cultural resources</p> <p>2.3 ~ sponsoring programs and events that involve widespread business and community participation</p> <p>3.1 ~ preparing and updating economic information and value to NCW businesses and communities</p> <p>4.1 ~ encouraging partnerships for purposes of leveraging resources and sharing best practice opportunities</p> <p>6.1 ~ serving as a regional convener and information clearinghouse for economic recovery, resilience, and development</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, and Environmentally Sustainable Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of participants: • Event sponsorship funding: • Ability to continue hosting the Economic Forum:
2022 STATUS	
2023 STATUS	

INITIATIVE	Opportunity Zones
DESCRIPTION	Supporting coordination for the NCW’s federally authorized North Start Opportunity Zones (OZs) including digital presence, industry expertise, and exploring viable OZ opportunities.
CEDS OBJECTIVES	<p>1.2 ~ encouraging workforce and business development opportunities for economically disadvantaged populations</p> <p>1.3 ~ supporting economic development plans and projects of the Colville Confederated Tribes</p> <p>2.3 ~ sponsoring and participating in programs involving widespread business and community participation</p> <p>4.3 ~ building on external partnerships including a nationally recognized firm for OZ implementation</p> <p>5.3 ~ providing best practice resources to invest in physical and human infrastructure</p> <p>6.2 ~ with NCWEDD playing a support role to recognized private firm implementation capacity</p> <p>7.4 ~ encouraging community-based projects that can demonstrate regional as well as local benefits.</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, Manufacturing , Tech-Based, Environmentally Sustainable Development, and Export/FDI Opportunity. Depending on the nature of development most suitable to each community.
2021 KEY PERFORMANCE	<ul style="list-style-type: none"> • Number of OZ communities with identified sites and public/private investment interest (in the pipeline):

INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of transactions completed: • Sites redeveloped together with associated project investment:
2022 STATUS	
2023 STATUS	

INITIATIVE	BACKING SMALL NCW ~ Project Elevate
DESCRIPTION	Small business growth in need of physical production or retail space is often faced with logistical challenges such as appropriate square footage, costs, location, etc. Project elevate provides support for this transition through secured space designated for small businesses with programming to meet their various needs to expand.
CEDS OBJECTIVES	1.2 ~ encouraging workforce and business development opportunities for economically disadvantaged populations 4.1 ~ encourage local, regional, statewide, and broader partnerships for purposes of leveraging resources for economic development, sharing best practice opportunities, and achieving synergistic multi-party benefits 4.2 ~ maintain and build on existing local and regional partnerships 4.3 ~ maintain and build on external partnerships with state and federal partners 5.3 ~ provide best practice resources for the region’s small communities to invest in physical and human infrastructure 6.2 ~ play a support role to other NCW local and regional economic development-related initiatives where leadership and implementation capacity exists 7.1 ~ assist existing businesses with opportunity for retention with preservation of existing investment and/or good wage/job creating expansion in NCW 7.2 ~ support recruitment of new business that will both enhance and diversity the local economic base 7.3 ~ facilitate business-to-business networking across industries with common economic development interests and objectives 7.4 ~ encourage community-based projects that demonstrate regional/local benefits
EDA PRIORITIES	Equity, Recovery & Resilience, Workforce Development, Manufacturing , Tech-Based
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of business supported: • Households benefited: • Total investment value: • Physical benefits to small businesses:
2022 STATUS	
2023 STATUS	

INITIATIVE	BACKING SMALL NCW ~ Technical Assistance Forum
DESCRIPTION	Event providing identification and connection to resources needed by communities and small businesses to develop, improve, and maintain infrastructure and growth.
CEDS OBJECTIVES	2.3 ~ sponsor and participate in programs and events that involve widespread business and community participation 4.1 ~ encourage local, regional, statewide, and broader partnerships for purpose of leveraging resources

	<p>4.2 ~ maintain and build on existing local and regional partnerships</p> <p>4.3 ~ maintain and build on external state and federal partnerships</p> <p>5.3~ provide best practice resources for the region’s small communities to invest in physical and human infrastructure</p> <p>6.1 ~ serve as a regional NCW convener, coordinator, and information clearinghouse for economic recovery, resilience, and development; including as a primary clearinghouse for federal economic development assistance</p> <p>6.2 ~ play a support role to other NCW local and regional economic development-related initiatives where leadership and implementation capacity exists</p>
EDA PRIORITIES	Equity, Recovery & Resilience
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of community participants • Number of business participants
2022 STATUS	
2023 STATUS	

INITIATIVE	BACKING SMALL NCW ~ Food-Based Economic Development
DESCRIPTION	Expanding the food system in NCW to increase access to healthy nutritious options while equipping small-scale farmers with capacity to establish or expand.
CEDS OBJECTIVES	<p>1.2 ~ encourage workforce and business development initiatives that will improve incomes and sustainable opportunities for populations that have historically economically disadvantaged</p> <p>1.3 ~ support economic development plans and projects of the Colville Confederated Tribes within and adjoining the NCWEDD region</p> <p>4.1 ~ encourage local, regional, statewide, and broader partnerships for purposes of leveraging resources</p> <p>5.1 ~ prioritize needs for economic recovery and long-term resilience</p> <p>7.3 ~ facilitate business-to-business networking across industries with common economic development interests and objectives</p> <p>7.4 ~ encourage community-based projects with regional and local benefits</p>
EDA PRIORITIES	Equity, Recovery & Resilience, Environmentally Sustainable Development
2021 KEY PERFORMANCE INDICATOR UPDATE	<ul style="list-style-type: none"> • Number of involved farmers/producers: • Results of the WA Food Policy Forum: • Business supported through improved system connections to consumers:
2022 STATUS	
2023 STATUS	

SUPPORTED FOCUS AREAS

In addition to direct support for projects, the NCWEDD supports regional priority initiatives.

- Workforce Development
- Broadband and Infrastructure
- Housing
- Agriculture
- Social Determinants of Health
- Electric Vehicles Network Expansion