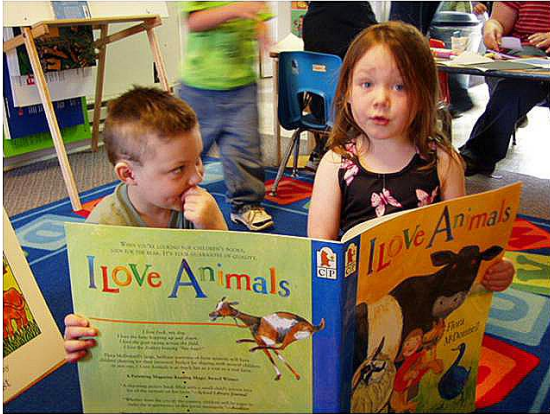


EDUCATION



Early learners in North Central Washington

North Central Washington boasts 24 school districts that include a total of 31,080 students. Washington State classifies low-income students as those that qualify for free or reduced lunches. The 2012 state average for students that receive free or reduced lunch is 45.5%, whereas North Central Washington reports 62.47% of its students qualified for this program.

The 2011-2012 Washington State on-time-graduation rate is 77.2%, while North Central Washington reported 81.2% of its students graduated on time.

North Central Washington is also home to Wenatchee Valley College, which serves educational and cultural needs of communities and residents throughout the three-county service area. The college, which supports a vibrant campus in Omak well as the main campus in Wenatchee, provides high-quality transfer, liberal arts, professional/technical, basic skills and continuing education for students of diverse ethnic and economic backgrounds.

Central Washington University operates a branch campus in Wenatchee that features a number of educational offerings, including business and accounting, interdisciplinary studies, and elementary education. Branch campus managers are exploring opportunities to more closely align with the North Central Washington business community by offering specific business trainings throughout the region as defined by a research project led by the North Central Washington Economic Development District.

The Colville Confederated Tribes has developed a partnership with Salish Kootenai College to provide higher education to tribal members in an effort to overcome transportation and familial barriers. Located in Pablo, Montana, Salish Kootenai College is a tribally-controlled college which was chartered in 1977 by the Confederated Salish and Kootenai Tribes.

BIOMASS



Biomass located within the Okanogan-Wenatchee National Forest is gaining interest in North Central Washington as a possible emerging industry. The Okanogan-Wenatchee National Forest reaches from Okanogan County, through Chelan County and south into Kittitas and beyond.

Biomass as a potential industry is intriguing for several different reasons. North Central Washington historically experiences rampant wildfires during the summer months. These fires, while detrimental to forest health, also greatly impact the region's vibrant tourism industry. Chelan County has identified tourism as one of its eight strategic clusters boasts more than 10% travel-related jobs within its economy. This emerging industry has the potential to serve forest health initiatives, while allowing the regional tourism efforts to thrive and ultimately lead to further diversification of the regional economy and a viable job creation strategy.

Okanogan County has done extensive work to study biomass as a potential industry within County boundaries. The Okanogan County Biomass Partnership commissioned and released a feasibility study in February 2007 that identified quantity, quality and location of biomass, recognized potential facility sites, and ultimately concluded that a sustainable biomass fuel supply exists in Okanogan County, but that the generation of electricity from biomass is not economically feasible within the County. This study also indicated that emerging markets may produce new opportunities.

Similar work has been conducted to the south by the Tapash Sustainable Forest Collaborative. This report also provides inventory levels, recommends facility locations that include Chelan County, and suggests appropriate next steps.

Further, in late 2010 a preliminary engineering study for a new woody biomass combined heating and power (cogeneration) power plant at the Colville Indian Power and Veneer (CIPV) plant in Omak, WA was presented to Colville Tribal Energy leaders. Based on the outlined recommendations, the Committee agreed that the Tribal Energy Program proceed to the next development level and create an investment grade proposal. The Tribal Energy Program received a \$200,000 grant from the Bureau of Indian Affairs Division of Energy and Minerals Development to develop and prepare this proposal.

This study revealed that a 40 megawatt power plant would be most economical, and would bring a cost of \$100M, with an estimated payback period of three years and an annual return of \$8M. This plant, as proposed, would employ 20 workers at the facility, with an additional 200 workers in the woods to supply the fuel. The proposed 40MW plant would require 250,000 bone-dry tons of woody biomass annually to fuel the biomass power plant.

In 2010, the Washington State Department of Natural Resources received funding to commission a statewide biomass supply study that will determine biomass availability and location across various

stakeholders. The final results of this project were explained during an April meeting, organized in part by the NCWEDD. This report included an interactive calculator tool that allows interested parties to input a variety of variables relative to the harvest, transportation, and potential sale of biomass material, and receive detailed information that can be used to determine the availability and access of current supply. The NCWEDD began working with regional partners to discuss the potential development of this industry, but it appears initially that the material collected needs to be transported beyond a threshold that is economically feasible.

TOURISM

“Tourism continues to be a strong performer with huge future potential.”



Leavenworth Christmas Tree Lighting Festival

Tourism is a vital component to the economy of North Central Washington. The Washington State travel industry continued to show improvement in 2012, following the steep decline in travel in 2009 in the state and the nation. Perhaps most notably, travel-generated employment grew by a substantial 2.7 percent. Employment should continue to expand providing that visitation and spending continue to grow. The state saw some 36.4 million total overnight person trips in 2012, and those visitors spent \$16.9 billion. This represents a 4.4 percent increase over 2011 in current dollars and 2.6 percent in real dollars (adjusted for inflation). In real dollars, this is the greatest increase in travel spending since 2005-06.

As with the increase in visitor spending, total local and state tax receipts generated by travel spending increased 4.9 percent to just over \$1 billion – the equivalent of \$390 for every resident household in Washington State. Travel and tourism supported more than 153,300 jobs statewide in 2012, up 2.7%, and generated earnings (payroll) of \$4.7 billion.

While tourism is a significant industry for North Central Washington, regional leaders have started to explore opportunities for mutual collaboration. Both the City of Wenatchee and the City of Chelan are undertaking branding efforts to revitalize marketing efforts in 2013.

In December of 2012, the North Central Washington Economic Development District signed a Memorandum of Understanding with the Thompson Okanogan Tourism Association to explore tourism promotion opportunities for mutual benefit. Within the NCWEDD, this effort is facilitated through the Via 97 committee. The Thompson Okanogan Tourism Association (TOTA) is a large region directly north of Okanogan County across the Canadian border. This region features the following:

- Diverse, scenic landscapes and outstanding climate.
- World-class wine, culinary, golf, ski, First Nations, and outdoor adventure experiences.
- Close to \$300 million per year in room revenues.
- More than \$1.7 billion in economic activity.

This region began an intensive process to develop a regional tourism strategy that involved input from 3200 stakeholders, more than 90 communities and hamlets and elected officials at various levels. The resulting strategy was developed based on this input and key research that quantified the size of the industry in terms of revenue and employment and defined target markets, and a comprehensive marketing and advertising campaign was launched in early 2013.

The MOU between the NCWEDD and TOTA has three strategic areas of focus:

1. Collaboratively undertake and develop tourism initiatives and research ideas in areas of mutual interest
2. A mutual sharing of information
3. Mutual recognition of the collaborative partnership between the two regions

To date, TOTA and NCWEDD leaders have begun to further discuss mutually-beneficial initiatives. The initial effort for North Central Washington includes the identification of strategic target markets, and the development of a tourism-specific education and training program.

A 2012 report commissioned by the Washington State Destination Marketing Organizations and released in March, 2013 shows the significance of tourism to the economy of North Central Washington:

County	Visitor spending (\$M)	Change from 2011	Employment	Change from 2011
Chelan	392.7	+92.1	5,420	-160
Douglas	38.1	+10.7	430	+100
Okanogan	141.7	+23.8	1,810	+170

Therefore, the NCWEDD supports tourism as a significant sector of the regional economy by engaging in the following:

1. Continuing appropriate media efforts to generate awareness and publicity for the three-county area.
2. Continue to collaborate with TOTA
3. Continue to work with partners to identify strategic target markets for future promotion
4. Convene partners to develop and implement tourism-industry education and training

AGRICULTURE

“There is steady agriculture expansion through small farms and tourism growth through creating additional recreational opportunities.”



An orchard near Chelan

“Building relationships between farmers, parents and schools, and encouraging schools to purchase more fresh fruits and vegetables from local farmers will lead to greater stability in our rural communities and strengthen our state’s economic base,” states Trudy Bialic, Director of Public Affairs at PCC Natural Markets.

Agriculture is still a top sector of the North Central Washington economy. While tree fruit remains a top crop for the region, wineries around the area are making names for themselves. Lake Chelan’s recent designation as one of the state’s newest Agricultural Viticultural Area (AVA) is bringing new attention to a region already popular as a prime summer recreation area.

In a 2010 report commissioned by the Port of Chelan County, 41% of visitors to the county stop at an average of 3.1 wineries, and boast an average annual income of \$92,123. In fact, as wineries look to creative ways to establish a competitive position, this follows a movement seen among other ag-related businesses called ag-tourism. By combining education, events and tourist activities, many traditional agriculture businesses are finding effective ways to diversify.

There is significant interest in a regional movement toward eating locally and connecting consumers to the farmers that produce the food. The Wenatchee School District has been purchasing fresh produce from local farms for over two years. The District is currently partnered with nine farms, all within a 60 mile radius of Wenatchee, that provide almost 60 different varieties of fresh, local fruits and vegetables, many of which are grown organically. In addition to purchasing local produce the District has been involved in many Farm to School promotional events, including Taste Washington Day where menus are created to include locally grown and Washington produced foods. Food Service personnel invite farmers, chefs and local business owners to sample their products and promote local eating during the event.

In addition, the Washington Sustainable Food and Farming Network launched its three-year *Fresh Food in Schools* project last year which provides staffing and resources to increase purchasing of Washington’s fruits and vegetables specialty crops in 20 districts across the state, three of which are in North Central Washington.

The Pybus Market and Sustainability Center project in Wenatchee, a former top-ranked project by the NCWEDD, opened its doors in May. The shell of the former Morse Steel building has been refurbished with a \$1.4M federal stimulus grant originally awarded to the City of Wenatchee. A local private

investor has committed \$2M to update, equip, and operate the inside of the building, which now provides a permanent home for a year-round Farmers' Market, and fully-leased incubator and vendor spaces for complimentary businesses, value-added agriculture producers, and regional artisans.

Therefore, the NCWEDD supports agriculture as a significant sector of the regional economy by engaging in the following:

1. Supporting organizations that seek to further the farm-to-table initiative.
2. Identifying opportunities to grow this sector of the economy, specifically value-added agriculture opportunities.

ENTREPRENEURSHIP

“NCWEDD is the leader with regard to engaging our region to promote entrepreneurship.”



In June of 2000 and later in 2001, the Columbia Basin Socio-Economic Assessment prepared by Columbia Basin Consultants identified entrepreneurship as one of the top effective community strategies for North Central Washington. Further, in October of 2006 a report on regional economic development for the North Central Washington was commissioned by the Resource Conservation and Development District. The University of Washington Business and Economic Development Center conducted the research and identified entrepreneurship as one of the most significant opportunities for the three-county region.

In 2007, the membership of the NCWEDD adopted fostering entrepreneurship as one of its organizational objectives. Since that time, progress has been made toward this goal and entrepreneurship has become a primary initiative of the NCWEDD.

In 2008, the NCWEDD conducted a regional inventory of organizations, partners and municipalities to identify interest in, and efforts toward facilitating entrepreneurship. A total of 28 entities were interviewed, of which 26 indicated an interest or some effort toward fostering entrepreneurship.

Prior to establishing a framework for deliverables, the NCWEDD led an effort to conduct a regional needs assessment to determine what this sector of our economy needs.

A survey, delivered both electronically and by mail, was distributed to over 6,000 entrepreneurs in the region. A total of 711 completed responses were received indicating the following:

- A need for education/training with specific classes and delivery mechanisms identified
- A strong interest in mentorship
- A strong need for networking opportunities
- A need for specific resources, primarily confidential business counseling and access to financing

- A preference for an online virtual community

Several organizations in the region have been working collaboratively to develop the framework to support the success of entrepreneurs in North Central Washington. The NCWEDD is leading the efforts on a regional scale, and several partners now share information and opportunities through communication and cross promotion. Through this, the economy will diversify, and collectively we can provide assistance and support that will allow for the greatest chance of entrepreneurial success.

In July of 2011, the NCWEDD received grant funding to develop and coordinate a number of specific strategies designed to reach this important sector of the regional economy. Some of these deliverables include:

- A mentorship program
- A regional web portal specific for entrepreneurs and innovators, www.NCWconnect.org
- A networking program
- An education and training program, in conjunction with Wenatchee Valley College and other key education providers

The next phase of this effort is an in-depth exploration of regional business education and training needs. In addition to delivery and scheduling options, the NCWEDD is conducting a research project to determine the demand for various educational and training offerings. In addition to exploring the needs of business owners, the NCWEDD is researching the education and training needs of employees, and employer willingness to compensate for the acquisition of additional skills.

INFORMATION NETWORK

“There is an opportunity to build on those networks and develop synergism around a few key goals such as delivering common messages about our assets as a region and integrating those networks in ways that support the growth and success of individuals, families, and organizations.”

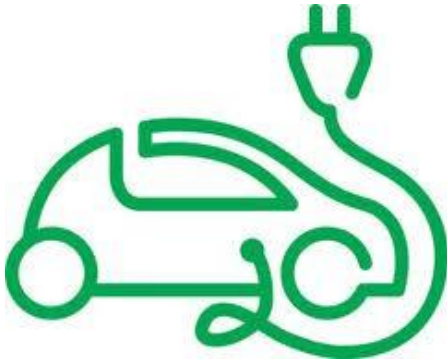


Information sharing and collaboration is a widely-held value in North Central Washington, evidenced by the emphasis on partnerships among many different organizations. In fact, much of the work of the NCW Economic Development District is a result of, and conducted with, established partnerships.

In November of 2012, the Initiative for Rural Innovation and Stewardship (IRIS) hosted its annual “Success Summit”. This day-long event brought partners from across the region together to celebrate success, share best practices and engage in an on-going collaborative dialogue.

GREEN TECHNOLOGIES AND INNOVATION

“Electric vehicle and alternative-fuel vehicle manufacturers and owners are attracted to NCW and our bountiful clean energy.”



An icon designating an electric vehicle charging station

While there are a number of strong examples of green technology and innovation in North Central Washington, one project of significance is the effort toward vehicle electrification as an economic development strategy. The Washington State Departments of Commerce and Transportation are partnering to implement an electric vehicle corridor along US-2 Stevens Pass that will support the travel of electric vehicle drivers between Western and North Central Washington. As part of this process, electric vehicle fast charging stations have been installed at strategic locations between Monroe and Wenatchee. This infrastructure deployment has been funded predominantly using federal Recovery Act funds, with leverage from partners in the region. The Stevens Pass EV Corridor complements the I-5 “electric highway,” which runs along Western Washington, stretching from Oregon to British Columbia.

Since conceptualization in 2006, vehicle electrification in North Central Washington has gained momentum. Through this concerted effort, several electric vehicle activities have materialized, including the acquisition of the first plug-in hybrid school bus in the state (Chelan); pioneered demonstrations of electric vehicle technologies applied to agricultural practices; and assistance with shaping state and local policy to support vehicle electrification; and organization of the nation's first program to electrify a national scenic byway (US2/Stevens Pass Greenway Electric Tourism Corridor).

This effort has allowed for the creation of a spur to the nation’s first electric highway along the West coast, allowing electric vehicle drivers to visit areas of North Central Washington that have charging station infrastructure readily available.

In an effort to fully regionalize this initiative, the Port of Chelan County transitioned the electric vehicle initiative to the North Central Washington Economic Development District in 2011, which in turn, created Plug In North Central Washington to oversee this regional effort. Currently, this group is working with eight communities in the region that have expressed interest in infrastructure installation. The NCWEDD and Plug In North Central Washington are poised to continue electric vehicle efforts in order to further diversify the economy of the region.

In addition, several private businesses have expressed interest in installing charging stations on their property to accommodate these drivers, and Plug In NCW is facilitating this discussion and effort. Further, Link Transit, the transit authority for Chelan and Douglas Counties took delivery on “The Current”- a new fleet of five rechargeable electric battery trolleys. This will be the first application of this new cutting-edge technology in the United States. These trolleys run in both Wenatchee and East

Wenatchee. And, the Lake Chelan School District operates a Plug-In Hybrid Electric school bus (PHEB) as part of a national effort to develop and test the technology.

MANUFACTURING



The Alcoa Wenatchee Works aluminum smelter

Manufacturing in Washington State saw a sharp drop in employment from 1998 to 2004, primarily in the aerospace sector. And, over the last ten years, employment in manufacturing has dropped an average of 2.2 percent per year nationally. The reasons for the loss are two-fold -- productivity gains have allowed fewer workers produce more goods, and the relocation or contracting for manufacturing work overseas.

To combat this, Washington State has focused on exporting products to international markets, and various agencies are encouraging Washington employers to bring outsourced manufacturing jobs back to the State. Manufacturing, specifically in the food industry, plays a growing role in the North Central Washington economy.

A significant bright spot in the regional manufacturing industry is the restart of the Colville Indian Plywood and Veneer plant in Omak. The plant will reopen this summer after shutting down more than four years ago when the recession hit the construction industry.

Officials say 100 mill workers will be hired when it restarts, and eventually some 200 employees will operate the mill, which laid off 230 employees in January 2009.

Many more jobs will be created — directly for loggers and log truck drivers, and indirectly for businesses that benefit from 200 more people with living-wage paychecks.

The restart comes with a 25-year lease between the Colville Tribal Federal Corporation — the Colville Tribes' business arm — and Wood Resources, a subsidiary of the Greenwich, Conn.-based Atlas Holdings, which operates three other mills in the country.

In addition, the Port of Chelan County announced that Fibro Corporation would be opening a manufacturing facility in a Port warehouse in Wenatchee. Fibro Corp manufactures and develops molded-fiber packaging and fiber-molding machinery.

Egg carton producers, packers, and supermarket chains purchase Fibro products based on product quality, service, and innovation that reduces line shrinkage and increases efficiency.

COMMUNITY PARTICIPATION

“It’s great to have the wider view and support network.”



While 2005-2006 served as formative years for the organization, late 2006 brought the first paid Administrator. With this addition, organizational goals were developed and a measurable strategic plan created.

One significant area of focus for 2007 was that of organizational promotion. Communities throughout the region were visited and given information on the NCWEDD, its formation, goals and objectives and direction. Out of these presentations and meetings, existing partnerships were solidified and new partnerships were formed. This proved to be a crucial step to ensure beneficial future efforts, and remains an element of the annual workplan.

In September of 2007, the NCWEDD, in cooperation with the NCW Resource Conservation and Development Council, hosted a regional economic summit. This day-long event brought together approximately 100 regional dignitaries, leaders of private businesses and organizations to discuss opportunities for the regional economy and brainstorm ideas. The results of this summit are included as Appendix A, and have helped guide the planning efforts of the NCWEDD.

In 2008 the CEDS committee adopted a public scoping process, whereby NCWEDD members and partners were contacted and asked for input regarding opportunities they saw on the horizon, and how the NCWEDD could best facilitate their objectives. The resulting data has served as the foundation for the subsequent CEDS document and associated annual action plan.

The eight questions asked of members and partner organizations, and collected responses included:

1. What successes has your organization seen over the past 12 months?
 - We worked with Entiat City, the Entiat School District and other sponsors and partners to host the 4th annual NCW Community Success Summit at the Entiat School. The school and students were actively engaged in planning and implementing the event along with an increasing number of sponsors. This event marked the first in a 10-year cycle of moving the Summit to a different NCW rural community each year.
 - Development of remaining 40 acres of our industrial park. MOU w/Port of Chelan re: Pangborn Memorial Airport Refinancing of CWICC Bldg. on PMA.

- The unemployment rate in Chelan and Douglas Counties has fallen to the lowest point since 2008, a sign of economic recovery.
 - We signed a 10 year lease with Atlas Corporation to run the sawmill at Omak. Will provide up to 300 jobs. We are also in construction of a C-store at Barney's Junction.
 - We have retained jobs even through economic downturn.
 - Budget passed, new staff
2. What growth has your organization seen in the past 12 months?
- None (2)
 - We've expanded our board, focused our programs on the NCW Community Success Summit and Gathering Our Voice/Listening Post Network, and increased the number of our sponsors and supporters.
 - Development of sustainable financial plan
 - Tourism continues to be a strong performer with huge future potential. The NCWEDD has signed a MOU with the Thompson/Okanogan Tourism Agency to explore US/Canadian as well as international tourism opportunities. Innovative technology growth, and agricultural expansion and diversification into wine and cider, as well as dried and vacuum-packed apples (value added products) are growing economic players with vast future potential.
 - Minimal. Operations haven't started at the mill as of yet.
 - We have maintained our level of service even though funds have been reduced.
3. What opportunities do you see on the horizon for your organization in the next 12 months?
- Interest and support in the community for our proposed riverwalk along with an pending well ranked RCO grant application for it. Also, a well ranked RCO grant application for upgrades at our ice rink
 - We are currently working with the City of Okanogan, the Okanogan School District and others to create a 2013 Success Summit that builds on the strengths of previous summits and increases the visibility and impact to the host community and region. We are also building on the pilot project for the Listening Post Network adding new sites and partners who can help tell the story of success in this place. We see an opportunity to share success stories on site through the use of mobile devices that will build community and sustainable tourism in our area. We seek to continue our goal of branding NCW as a region that gathers, shares and cares for its stories of success. It's probably one of the best things we can do for ourselves - pass on a legacy of success to the next generation. When shared with visitors to our region these same stories can provide great souvenirs of our region that can inspire action in other places.
 - Strategic infrastructure planning from North End Study. Expansion of businesses in Pangborn Industrial Service Area (PISA).
 - We will continue to sponsor and mentor new businesses choosing to locate in North Central Washington; electric and alternative-fuel vehicle manufacturers and owners are attracted to NCW and our bountiful clean energy. Our web site will soon be in Spanish as well as English, to encourage Spanish-speaking entrepreneurs to use our services and succeed.
 - Getting full infrastructure of the Omak Industrial Park; begin construction on a new government center in Nespelem; construction on a Casino in Omak.
 - Current HVAC replacement projects which will help us become more energy efficient. The project will hire local contractors for the project.
 - opportunity for fresh blood--new elected officials
4. What opportunities do you see on the horizon for the regional economy in the next 12 months?
- Tourism, building, and other economic activity all seem to be on the uptick. The TOTA partnership with EDD seems to be generating a lot of buzz in the Methow
 - We have increasingly stronger networks across this region in aspects ranging from art and conservation to business training and technology. There is an opportunity to build on those networks and develop synergism around a few key goals such as delivering common messages about our assets as a region and integrating those networks in ways that support the growth and success of individuals, families and organizations. One way to do this from an IRIS perspective is to engage small businesses or start-up businesses in sharing their stories with others. We have an opportunity to build a more supportive community that embraces innovation and collaboration and makes people stronger.
 - Recognition of tourism as a regional economic driver.

- Much the same, only with a rising sense of optimism that we are becoming better known as a great place to live and start a business.
 - Attraction of various industry clusters. Wood to go along with milling operations. Possible recreational, or food processing in the Industrial Park in Omak. Continued business attraction due to lower electricity rates.
 - Steady agriculture expansion through small farms and tourism growth through creating additional recreational opportunities.
 - Upswing in the economy.
 - Development of wine industry and expansion of tourism beyond our state (in national publications)
5. What do you consider to be the top successes of the NCWEDD over the past 12 months? (Top five successes listed in order)
- Established relationship with Thompson Okanagan Tourism Association through Via 97 committee
 - Launch of www.NCWconnect.org
 - Regional networking and education at monthly meetings
 - Implementation of entrepreneurship mentorship program
 - Tie: Continued vehicle electrification infrastructure efforts, Partnering with organizations to offer training opportunities by webinar, Initial exploration of relationship between recreation, conservation and economic development
6. In order of priority, which efforts would you like to see the NCWEDD continue in the future?
- Further development of entrepreneurship mentorship program
 - Regional networking and education at monthly meetings
 - On-going entrepreneurship networking program
 - Continued relationship with Thompson Okanagan Tourism Association
 - Maintenance of www.NCWConnect.org
 - Organizational development and awareness building
 - Continued partnership with organizations to offer training opportunities
 - Continued exploration of relationship between recreation, conservation and economic development
 - Facilitate access to business capital
 - Continued vehicle electrification infrastructure efforts
 - Support of GWATA Innovator Awards Luncheon
 - Support of ranked projects
 - Annual project ranking process
 - Continued participation in the Washington Association of Economic Development Districts
7. How can the North Central Washington Economic Development District best help your organization?
- Continue to focus on regional efforts, conversations, and cooperation to remind all individual members that we have shared goals, issues, and challenges.
 - Sponsor the NCW Community Success Summit and the next phase of the Listening Post Network in conjunction with community development and tourism promotion priorities.
 - By helping us develop our grant proposals, co-sponsoring infrastructure improvement requests, supplying research and development firepower.
 - Letter of support, partnerships
 - Get the word out about your services to the rural communities in WA.
 - Grant writing services
 - Partner with us to produce workshops for small businesses
8. Do you have any additional thoughts or ideas you'd like to share?
- I think it is very important for the EDD to maintain an open door policy that welcomes anyone to the table who wants to participate in networking, educational opportunities, and community development. Participation should not be restricted to paying members of the EDD. It would also be good to clarify the EDD process for supporting projects such as some listed above. There is the ranking process but then there is another process. It would be good to be clear with the community and with EDD members what that process is e.g., make a presentation to the EDD, etc.

- NCWEDD is an exciting, forward-looking bunch of realistic dreamers who work together to make good things happen in Chelan, Okanogan and Douglas Counties. It's great to have the wider view and support network. Thanks NCWEDD.
- I'd like to have NCWEDD sit as non-voting partners on a variety of future grants. Ultimately the Tribe wants to make decisions on what goes on within the boundaries of the reservation, at the same time, the wave of future grant funding is regional partnerships.

“NCWEDD is an exciting, forward-looking bunch of realistic dreamers who work together to make good things happen in Chelan, Okanogan, and Douglas Counties.”



ECONOMIC DEVELOPMENT STRATEGY

Vision

The North Central Washington Economic Development District will be characterized by a vibrant and diverse economy.

Mission

To promote diversification and development of existing and potential economic opportunities that enhance the stability and future of the NCW region.

Guiding Principles

Guiding principles establish a broader framework for the EDD vision and mission statements. They identify a set of values critical to the success of achieving our vision. Though each of these principles stands alone in reflecting our committee's values, it is recognized that some may either complement or conflict with others. The ideal projects will balance competing principles when possible.

- We recognize the importance of maintaining rural lifestyles and enhancing the quality of life.
- We value the preservation of unique and significant natural and cultural resources, and respect diverse cultures.
- We encourage participation of all citizens and consensus-based planning and recognize that success requires a long-term commitment.
- We value the importance of understanding our regional economy and using that to shape the future.

- We believe partnerships expand opportunities.
- We encourage sustainable economic development, believing that the integration of community, economy and environment is key to success
- We play a leadership role for regional economic development in the region.
- We believe in building on our strengths, supporting the maintenance and preservation of existing business and infrastructure.

In December of 2010, the NCWEDD Board of Directors met during a four-hour facilitated retreat to establish overarching objectives for the next five years. With the former five-year action plan expiring in July 2011, this allowed the Board and membership an opportunity to regroup, evaluate progress to date, and map out the future direction of the organization. During the Board retreat, the Directors carefully examined organizational successes from the past five years. This list, outlined by long-term objective, provides an overview of the important work of the NCWEDD through December 2010.

Objective 1: Organizational Development

- Created bylaws, Articles of Incorporation, policies, received 501c3 status
- Hired Administrator, support staff
- Established organizational short and long-term goals
- Expanded Comprehensive Economic Development Strategy (CEDS), now used as model
- Increased operational funding by 50%
- Completed projects for additional revenue; entrepreneurship needs assessment, City of Wenatchee
- Membership growth- from 24 to 59 members
- Hosted and facilitated NCW Economic Summit (September 2007)
- Assisted with Port of Douglas County Manufacturing Summit
- Participated in E3 regional marketing efforts for the 2010 Olympic Games
- Participated in the development of the Center for Entrepreneurship
- Worked with other statewide Economic Development Districts to establish the Washington State Association of Economic Development Districts

Objective 2: Build Awareness of EDD Goals

- Inclusive CEDS process, strong committee involvement, added scoping phase
- Continue to hold monthly membership meetings
- Created website, e-newsletter, fact sheets, and press releases
- Presentations given at International Economic Development Council and Washington State Department of Commerce workshops
- Actively recruiting new members (have grown from 24 to 59 members)
- Informational presentations to members, partners and interested organizations (41 to date)
- Strong Board and Committee involvement within NCWEDD

Objective 3: Facilitate Communication to Identify Shared Strategies

- Heavy Haul Corridor designation
- Participant in Via 97 committee
- E3 regional marketing efforts for 2010 Olympic Games
- Partner in the Center for Entrepreneurship
- NCW Economic Summit (2007)
- The North Cascades Initiative- committee of The Wilderness Society

- Chelan-Douglas Community Indicators project
- On-going collaboration with GWATA
- Member of Washington State Association of Economic Development Districts
- Continue to hold monthly membership meetings
- Explore opportunities for collaboration with neighboring counties

Objective 4: Identify Priority Regional Projects of Economic Significance

- Have secured \$750K for projects to date
- 6 cycles of project prioritization
- Provided several letters of support for partners
- Built database of organizations that have submitted projects or inquired about submitting
- Participated in E3 regional marketing effort for 2010 Olympic Games
- Participating organization in the North Cascades Initiative
- Participant in regional biomass collaboration
- Participant in identifying opportunities for regional EVI

Objective 5: Facilitate Regional Entrepreneurship

- Partnering for a lead role in facilitating regional entrepreneurship/innovation efforts
- Helped establish Center for Entrepreneurship
- Providing Business Education Series (webinars)
- Encouraged high school student attendance at NCW Economic Summit
- Received NxLevel certification (Administrator)
- Completed entrepreneurship/innovation partner inventory
- Designed and completed entrepreneurship/innovation needs assessment
- Developed work plan based on needs assessment results and partner efforts
- Built “opt in” database of regional entrepreneurs/innovators
- Providing entrepreneurship development assistance to partners in Washington State Association of Economic Development Districts
- Taught two-day course on entrepreneurship for International Economic Development Council
- Taught entrepreneurship workshop for Washington State Department of Commerce
- Sponsored GWATA Entrepreneurship/Innovator Awards Luncheon

“I think the top success of the NCWEDD is the ability to work with various groups for greater economic improvement.”

The following is an update to the work and success of the NCWEDD within the past year: