

**NCWEDD 2012-2013 Action Plan**

Objective	Strategy	Sub Strategy	Implementation Plan	Target Date	Key People	Action Taken
<b>Objective 1: Organizational Development</b>						
Strategy 1: Develop Staff Capacity						
		S1-1	Apply to Economic Development Administration for capacity building grant for NCWEDD	6/30/2013	Administrator	In process Explored PTAC funding for NCW, Researching regional tourism promotion funding opportunities
		S1-2	Identify and seek additional funds needed to further develop staff capacity for NCWEDD	6/30/2013	Administrator	Explored PTAC funding for NCW, Researching regional tourism promotion funding opportunities
Strategy 2: Continue to update and further develop the comprehensive Economic Development Strategy (CEDS) on a regular basis						
		S2-1	Incorporate ADO strategies into CEDS	5/12/2013	Administrator, CEDS committee, Administrative Assistant	Completed
		S2-2	Prepare for committee review by May 15, 2013	5/15/2013	Administrator, CEDS committee, Administrative Assistant	In process

				Administrator, CEDS committee, Administrative	
S2-3	Prepare for final submission to EDA	6/20/2013	Assistant		In process
Strategy 3: Work with other organizations to develop and offer facilitation, leadership, economic development, and other training opportunities needed to build capacity and strengthen partnerships					
					Collaborating with Workforce
			Administrator, Board of Directors, Membership, Administrative		Development Council, Participating in Chelan- Douglas Land Trust Foothills campaign, Coordinating regional collaboration with TOTA
S3-1	Explore opportunities as appropriate	6/30/2013	Assistant		
Strategy 4: Encourage private sector membership and involvement					
					Brewster: 9/12; Port of Douglas County: 9/25; Okanogan County Commissioners: 10/11; Town on Winthrop: 11/19; City of Tonasket: 2/12; Port of Chelan County: 2/21; Pybus Market vendors: 11/8 and 3/7
S4-1	Provide at least three presentations to appropriate groups explaining organizational and membership benefits	6/30/2013	Administrator, Membership		

S4-2	Continue an active role on the Wenatchee Valley Chamber of Commerce Board of Directors	12/31/2012	Administrator	Served through 12/12
S4-3	Feature success stories in enewsletter from regional Chamber members	6/30/2013	Administrator, Membership, Administrative Assistant	Featured TwispRiver Pub and Wenatchee Hair Salon

**Objective 2: Facilitate communications to identify shared strategies, opportunities and needs**

Strategy 1: Continue an active outreach program to inform and explain the ongoing and developing NCWEDD to regional communities and partners

S1-1	Provide at least five presentations to increase awareness of the NCWEDD	6/30/2013	Administrator, Board of Directors, Membership	KPQ Radio interview: 8/10; Port of Douglas County: 9/11; CCT Council: 8/14; Nevada CDBG Forum: 10/12; KPQ Radio interview: 9/27; CWU Economic Outlook Conference: 10/30; Wenatchee World interview: 12/1, TOTA Stakeholder Summit: 3/13; KPQ Radio interview: 4/13; Wenatchee World interview: 4/13
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Strategy 2: Continue to develop media and communication tools to meet objectives for priority audiences

S2-1	Continue to update the NCWEDD website with appropriate information	6/30/2013	Administrator, Administrative Assistant	Ongoing; Transferred to CMS
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S2-2	Continue to update NCWEDD Facebook page with one appropriate post per week	6/30/2013	Administrator, Membership, Administrative Assistant	Ongoing Distributed the following press releases: New Venture Challenge, Startup Weekend, NCWConnect.org, Startup Weekend Coaches, Startup Weekend reschedule, Project Selection process, February meeting , cancelled, Business Education survey, IRIS new member
S2-3	Create and distribute press releases as appropriate	6/30/2013	Administrator	
S2-4	Create and distribute monthly enewsletter	6/30/2013	Administrator, Administrative Assistant, Membership	Ongoing

Strategy 3: Schedule and facilitate presentations at membership meetings

S3-1	Focus on private sector for membership presentations	6/30/2013	Administrator, Administrative Assistant, Membership	Pybus Market- July; Manson Business Association, September, Colville Indian Plywood and Veneer, April
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**Objective 3: Identify projects of regional economic significance**

Strategy 1: Solicit regional priority projects

S1-1	Send LOI/application information to list of interested projects	12/31/2012	Administrator, Administrative Assistant, Membership, Project Selection Committee	Completed
S1-2	Review and rank submitted projects	2/15/2013	Project Selection Committee	
S1-3	Provide updates on priority projects to inform membership	6/30/2013	Administrator, Project Selection Committee, Membership, Partners	Rock Island WWTF ribbon cutting, 9/12
S1-4	Provide support for appropriate regional priorities, as assigned by committee	6/30/2013	Administrator, Project Selection Committee, Membership, Administrative Assistant	

Strategy 2: Coordinate appropriate regional electric vehicle efforts and opportunities

S2-1	Maintain communication with Plug-In NCW and industry leaders to explore and identify opportunities for NCW	6/30/2013	Administrator, Administrative Assistant, Membership	Facilitating private sector charging station infrastructure project through Plug In NCW, working with TOTA to align efforts
S2-2	Facilitate appropriate regional electric vehicle opportunities as directed by membership	6/30/2013	Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee	Working with TOTA to align efforts, assisting with wine tour promotion, exploring STP funding application for regional cities
S2-3	Encourage EV tourism corridor development and promotion within region	6/30/2013	Administrator, Plug In NCW, Membership	Working with TOTA to align efforts, assisting with wine tour promotion, exploring STP funding application for regional cities
S2-4	Facilitate dialogue between Via 97 committee and Plug In NCW relative to electric vehicle opportunities	6/30/2013	Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee	Ongoing
S2-5	Develop and coordinate quarterly newsletter to maintain communication and further promote EV tourism corridor development	6/30/2013	Administrator, Administrative Assistant, Plug In NCW	

Strategy 3: Coordinate regional biomass efforts

S3-1	Explore regional biomass job/business creation strategy with appropriate partners	6/30/2013	Administrator, Administrative Assistant, Membership
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Strategy 4: Explore regional infrastructure needs

S4-1	Identify one regional infrastructure need of significance to facilitate economic development	6/30/2013	Administrator, Membership, Partners	Hosted in-depth exploration of relationship between conservation/recreation and economic development in December (partnered with NCWRC&D)
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**Objective 4: Facilitate regional entrepreneurship**

Strategy 1: Position the NCWEDD as the regional leader for entrepreneurship/innovation information and resources

S1-1	Continue to produce a monthly newsletter to promote regional partners and deliverables related to entrepreneurship and innovation	6/30/2013	Administrator, Administrative Assistant, Membership, Partners, Program Manager	Ongoing
S1-2	Support GWATA Entrepreneurship/Innovators Awards Luncheon	6/30/2013	Administrator, Membership	Served on Nomination Committee, sponsored at Silver level

Strategy 2: Create and manage a clearinghouse of resources for those wanting to start a new business or innovate

S2-1	Develop and manage a website that will serve as a clearinghouse of resources available locally, regionally, statewide and nationally for entrepreneurs and innovators	6/30/2013	Administrator, Administrative Assistant, Membership, Program Manager	NCWConnect.org launched in August, updated weekly, direct mail sent to entrepreneurship database to promote site
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Strategy 3: Facilitate educational opportunities on topics of interest to entrepreneurs and innovators

S3-1	Coordinate regional business series to provide at least four webinars on topics of interest to current and prospective entrepreneurs and innovators	6/30/2013	Administrator, Membership, Program Manager	WorkSource Nash events (2)
S3-2	Build awareness of library of webinars to interested business owners and innovators	6/30/2013	Administrator, Administrative Assistant, Program Manager	Circulated at WorkSource webinars in March; included in newsletter

Strategy 4: Further partnership role with WVC

S4-1	Continue collaboration on comprehensive entrepreneurial training offerings	6/30/2013	Administrator, Program Manager	Hosted two networking events to promote offerings; coordinating business/employee education needs assessment in partnership with CWU and various partners, exploring partnership events with GWATA, hosting Startup Weekend in June
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## Strategy 5: Pursue additional funding mechanisms

S5-1	Search programs and databases for additional funding to implement deliverables identified during the entrepreneurship/innovation needs assessment	6/30/2013	Administrator, Program Manager, Membership	Applied to Surdna Foundation for funding, request denied.
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“The NCWEDD has defined itself as a leader in facilitating training (hosting of webinars) and access to resources.”

The following work plans were reviewed while developing the 2013-2014 NCWEDD action plan:

- ADO work plans for Chelan, Douglas and Okanogan Counties
- Via 97 work plan
- Plug-In NCW work plan

These work plans are included as Appendix B.

Further, based on the work accomplished during the multi-year action plan which expired in July 2011, organizational accomplishments outlined in this strategy, information obtained during the scoping phase of the CEDS update, and the overarching long-term objectives outlined during the Board retreat, the committee proposes the following action plan for July 2013 through June 2014:

**NCWEDD 2013-2014 Action Plan**

Objective	Strategy	Sub Strategy	Implementation Plan	Target Date	Key People	Action Taken
<b>Objective 1: Identify projects of regional economic significance</b>						
Strategy 1: Solicit regional priority projects						
		S1-1	Send LOI/application information to list of interested projects	12/31/2013	Administrator, Administrative Assistant, Membership, Project Selection Committee	
		S1-2	Review and rank submitted projects	2/15/2014	Project Selection Committee	
		S1-3	Provide updates on priority projects to inform membership	6/30/2014	Administrator, Project Selection Committee, Membership, Partners	
		S1-4	Provide support for appropriate regional priorities, as assigned by committee	6/30/2014	Administrator, Project Selection Committee, Membership, Administrative Assistant	

## Strategy 2: Coordinate appropriate regional electric vehicle efforts and opportunities

S2-1	Maintain communication with Plug-In NCW and industry leaders to explore and identify opportunities for NCW	6/30/2014	Plug In NCW, Administrator, Administrative Assistant, Membership Plug In NCW, Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee
S2-2	Facilitate appropriate regional electric vehicle opportunities as directed by membership	6/30/2014	Administrator, Plug In NCW, Membership Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee
S2-3	Encourage EV tourism corridor development and promotion within region	6/30/2014	Administrator, Plug In NCW, Membership Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee
S2-4	Collaborate with Cascade Loop to ensure cohesive promotion of effort	6/30/2014	Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee
S2-5	Coordinate and inform NCW communities and BC partners to facilitate charging station infrastructure on public and private property	6/30/2014	Administrator, Administrative Assistant, Plug In NCW, Via 97 Committee

## Strategy 3: Explore regional infrastructure needs

S3-1	Identify one regional infrastructure need of significance to facilitate economic development	6/30/2014	Administrator, Membership, Partners
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#### Strategy 4: Expand relationship with Thompson Okanagan Tourism Association

S4-1	Continue to explore opportunities to collaborate with TOTA	6/30/2014	Administrator, Membership, Via 97 committee
S4-2	Invite appropriate partners to participate and engage in regional effort	6/30/2014	Administrator, Membership, Via 97 committee
S4-3	Develop and facilitate research effort to determine viable tourism target markets and potential	6/30/2014	Administrator, Administrative Assistant, Via 97 committee
S4-4	Identify regional iconic experiences in collaboration with partners	6/30/2014	Administrator, Administrative Assistant, Via 97 committee
S4-5	Explore and encourage tourism training program opportunities	6/30/2014	Administrator, Administrative Assistant, Membership, Via 97 committee

## Objective 2: Facilitate regional entrepreneurship

### Strategy 1: Position the NCWEDD as the regional leader for entrepreneurship/innovation information and resources

S1-1	Explore opportunities to facilitate access to business capital	6/30/2014	Administrator, Administrative Assistant, Membership
S1-2	Continue to produce a monthly newsletter to promote regional partners and deliverables related to entrepreneurship and innovation	6/30/2014	Administrator, Administrative Assistant, Membership, Partners

### Strategy 2: Manage a clearinghouse of resources for those wanting to start a new business or innovate

S2-1	Continue to manage, maintain, and promote <a href="http://www.NCWconnect.org">www.NCWconnect.org</a>	6/30/2014	Administrator, Administrative Assistant, Membership
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### Strategy 3: Facilitate educational opportunities on topics of interest to entrepreneurs and innovators

S3-1	Coordinate regional business series to provide at least four webinars on topics of interest to current and prospective entrepreneurs and innovators	6/30/2014	Administrator, Membership, Program Manager
S3-2	Build awareness of library of webinars to interested business owners and innovators	6/30/2014	Administrator, Administrative Assistant
S3-3	Share results of updated business education/training needs assessment with partners; encourage offerings	6/30/2014	Administrator

#### Strategy 4: Further partnership role with WVC

S4-1	Continue collaboration on comprehensive entrepreneurial training offerings	6/30/2014	Administrator, membership
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#### Strategy 5: Pursue additional funding mechanisms

S5-1	Search programs and databases for additional funding to implement deliverables identified during the entrepreneurship/innovation needs assessment	6/30/2014	Administrator, Membership
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#### Strategy 6: Coordinate opportunities for entrepreneurs to connect

S6-1	Continue to recruit mentors/mentees into mentorship program	6/30/2014	Administrator, Administrative Assistant
S6-2	Coordinate and facilitate three networking events designed to connect entrepreneurs to each other and resources	6/30/2014	Administrator, Membership

### Objective 3: Organizational Development

#### Strategy 1: Develop Staff Capacity

S1-1	Apply to Economic Development Administration for capacity building grant for NCWEDD	6/30/2014	Administrator
S1-2	Identify and seek additional funds needed to further develop staff capacity for NCWEDD	6/30/2014	Administrator

Strategy 2: Continue to update and further develop the comprehensive Economic Development Strategy (CEDS) on a regular basis

S2-1	Incorporate ADO strategies into CEDS	5/12/2014	Administrator, CEDS committee, Administrative Assistant Administrator, CEDS committee, Administrative Assistant
S2-2	Prepare for committee review by May 15, 2014	5/15/2014	Administrator, CEDS committee, Administrative Assistant
S2-3	Prepare for final submission to EDA	6/20/2014	Administrator, CEDS committee, Administrative Assistant

Strategy 3: Work with other organizations to develop and offer facilitation, leadership, economic development, and other training opportunities needed to build capacity and strengthen partnerships

S3-1	Explore opportunities as appropriate	6/30/2014	Administrator, Board of Directors, Membership, Administrative Assistant
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Strategy 4: Encourage private sector membership and involvement

S4-1	Provide at least three presentations to appropriate groups explaining organizational and membership benefits	6/30/2014	Administrator, Membership Administrator, Membership, Administrative Assistant
S4-2	Feature success stories in newsletter from regional Chamber members	6/30/2014	Administrator, Membership Administrator, Membership, Administrative Assistant

#### Objective 4: Facilitate communications to identify shared strategies, opportunities and needs

Strategy 1: Continue an active outreach program to inform and explain the ongoing and developing NCWEDD to regional communities and partners

S1-1	Provide at least three presentations to increase awareness of the NCWEDD	6/30/2014	Administrator, Board of Directors, Membership
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Strategy 2: Continue to develop media and communication tools to meet objectives for priority audiences

S2-1	Continue to update the NCWEDD website with appropriate information	6/30/2014	Administrator, Administrative Assistant
S2-2	Continue to update NCWEDD Facebook page with one appropriate post per week	6/30/2014	Administrator, Membership, Administrative Assistant
S2-3	Create and distribute press releases as appropriate	6/30/2014	Administrator
S2-4	Continue to distribute monthly newsletter	6/30/2014	Administrator, Administrative Assistant, Membership

Strategy 3: Schedule and facilitate presentations at membership meetings

S3-1	Focus on private sector for membership presentations	6/30/2014	Administrator, Administrative Assistant, Membership
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## POPULATION AND ECONOMIC DATA



*Vineyard fun near Lake Chelan*

### Combined Population of 3 counties: 152,004

(Based on 2010 Census)

Chelan County – 72,453  
 Douglas County – 38,431  
 Okanogan County – 41,120

**Cities & Towns populations** (April 2012 - Washington OFM estimates) within the above listed counties:

Cashmere – 3,075	Bridgeport – 2,415	Brewster – <b>2,355</b>
Chelan – 3,940	Coulee Dam- 915	Conconully - <b>215</b>
Entiat – 1,135	East Wenatchee – 13,280	Winthrop – <b>405</b>
Leavenworth – 1,970	Mansfield - 325	Elmer City - <b>235</b>
Wenatchee – 32,400	Rock Island - 790	Nespelem - <b>235</b>
Waterville – 1,145	Okanogan – <b>2,535</b>	Omak – <b>4,835</b>
Oroville – 1,715	Pateros – 665	Riverside - 280
Tonasket – <b>1,020</b>	Twisp – 930	

\*Population counts listed in red indicate a reduction from April 2011 figures.

### Ethnic Population Breakdown (2010 Census):

	<u>Chelan</u>	<u>Douglas</u>	<u>Okanogan</u>
White	79.3%	79.6%	73.9%
Black	.3%	.3%	.4%
Indian, Eskimo & Aleut	1.0%	1.1%	11.4%
Native Hawaiian, Asian, Pacific Is	.1%	.1%	.1%
Multiracial	2.7%	2.6%	3.5%
Hispanic or Latino	25.8%	28.7%	17.6%

It is worth noting that according to the recent Census, most of the population growth experienced by North Central Washington communities was due to an increase of Hispanic residents.

### Public Land Acreage & Percentage by County:

County	Total (acres)	Private (acres)	Federal (acres)	State (acres)	Tribal (acres)	County (acres)
Chelan	1,917,900	349,800 18.2%	1,501,299	66,529	0	272
Douglas	1,183,407	1,017,596 86.0%	49,708	115,113	280	710
Okanogan	3,401,158	793,240 23.3%	1,569,855	368,512	669,296	255

Source: Washington Department of Natural Resources (2004)

**Median Household Income** (Office of Financial Management Forecasting, State of Washington)

	<u>2011 MHHI</u>	<u>2012 PCI</u>
Chelan	\$46,275	\$47,265
Douglas	\$46,723	\$48,050
Okanogan	\$35,161	\$35,848
Washington State	\$55,500	\$56,444

**KEY ECONOMIC SUCCESSES BY COUNTY:**



**Okanogan County:  
TwispWorks**

Founded in 2009, TwispWorks is an innovative agency that links the creative entrepreneurial spirit of the Methow Valley with resources to help local enterprises start and grow.

TwispWorks' principal activity is the renovation and leasing of market-rate spaces on its 6.4 acre campus to partners in agriculture, education, technology, art and culture. All campus partners offer educational programs, engage youth in meaningful skill-building experiences, and/or work together on collaborative projects that attract economic growth to the Methow Valley. The partners can access mentorship, business planning and development resources and marketing assistance, and TwispWorks facilitates collaborations between campus partners to create new products, marketing opportunities and more. Current partners include nine art studios, a small museum of native American and natural history, a community computing lab, a teen center, and a variety of consulting and technology businesses.

When TwispWorks took over the complex, its 15 buildings were sorely neglected, and the grounds brown and desolate. TwispWorks has since rehabilitated and occupied 26,000 square feet of commercial space, and transformed the campus into a green, welcoming gateway to Twisp and the Methow. Less than two years since welcoming its first campus partners, the TwispWorks campus now supports 27 jobs, and campus partners represent 8% of the business licenses held in the town of Twisp.

Through TwispWorks, more than \$800,000 has flowed to contractors, retailers, material and service providers, and Methow Valley residents. This amount is expected to triple in the next two years.

**Douglas County:  
SnowDrift Cider Company-**

After 30 successful years of successfully owning and operating apple orchards, Peter Ringsrud developed a love of hard cider in 2003.. Between discovering a new world of 'lost' apple varieties and some coaching from one of the United Kingdom's premier cidemakers, Peter and his team found their way into the world of artisan cider. In 2008 Peter decided that the operation was ready to launch, and spent the winter converting part of his shop into a small, super-clean micro-winery, started ordering tanks and equipment, and by 2009 he had the official license to start producing cider commercially. Today, SnowDrift Cider Company produces about 200 cases featuring four blends, with first bottles released in November- just in time for the holidays.

Today they take great care with the fruit and cider, to let the very best characteristics shine through. From tree to table, Peter and his team are involved in every step of the process to bring you great cider. The Greater Wenatchee Area Technology Alliance awarded SnowDrift Cider Company the coveted Entrepreneur of the Year award at the annual Innovators Awards Luncheon in March.

**Chelan County:  
Pybus Public Market-**

The "Fabulous Metal Building" located at along the Columbia River near the heart of Wenatchee has been transformed, and is transforming a community. A Wenatchee landmark building that was once saved from the junk pile through a purchase at a surplus-commodity scrap sale at the end of WW2 is now a bustling center of commerce for artisans and entrepreneurs.

Farmers, craftsmen/women, artisans, musicians, food vendors, specialty retail folks, and others now have a permanent venue to sell their wares. Customers are able to negotiate with and purchase goods

directly from the business owner. New businesses have an incubator where they can spread their wings and implement their plans. The Farmers' Market now has a permanent year-round home, and Pybus Market offers a direct connection between historic downtown and the Wenatchee waterfront, providing pedestrian and bicycle traffic a natural and direct route to the iconic riverfront park, boat docks, and loop trail.

### **Colville Confederated Tribe Colville Indian Plywood and Veneer restarts operations**

The Colville Indian Plywood and Veneer plant in Omak will restart operations this summer after shutting down more than four years ago when the recession hit the construction industry. It is anticipated that the restart will result in 100 mill workers, with an eventual addition of 200 employees. When the mill closed in January of 2009, 230 employees were laid off.

In addition to the jobs created directly at the mill, indirect employment is anticipated. Loggers, truck drivers, and local and regional businesses are all expected to benefit.

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.

The partnership with a private plywood manufacturer will enable the Colville Tribes to restart timber operations on tribally-owned forestland. While Tribal officials say it's too soon to say whether the restart could signal an eventual reopening of the Colville Indian Precision Pine, a tribally-owned lumber mill east of Omak which laid off 130 people when it closed in November 2009, local and regional leaders agree this is a significant success for the region.

## **ECONOMIC DEVELOPMENT POTENTIAL/EVALUATION**

The Columbia Basin Socio-Economic Assessment prepared by Columbia Basin Consultants, June 2000 and updated June 2001, was developed to understand and help remedy the socio-economic distress afflicting rural, resource-dependent towns and counties in Oregon, Washington, Idaho, and Montana. This study, commissioned by the four states and the U.S. Economic Development Administration reviewed 26 indicators to assess the socio-economic vitality of 99 counties, in the Columbia Basin Region, including Chelan, Douglas, and Okanogan counties, and compare them to the broader four state area and the greater United States.

A 30-member advisory committee contributed to the development of the methodology for the assessment and a 10-member technical team shaped the methodology, approved data sources, and offered professional commentary on the results.

The 26 indicators reviewed included annual population growth, change in youth population, change in retirement population, income differences of net in-migrants, per capita income, change in per capita

income, wage and salary income, self-employment income, public assistance payments, 24-month unemployment rate, labor force participation rate, percent employment natural resource based, annual employment growth, output per job, percent of output value-added, proportion of output exported, assessed value per capita, land area controlled by federal government, timber harvest trends, conservation reserve program farmlands (CRP), timber tax and payment-in-lieu-of tax receipts, federal expenditures per capita, crime rate trends, physicians per 100,000 residents. In addition, eight indicators were evaluated to assess tribal areas, including, total population, percent child population, percent retirement population, unemployment rates, labor force participation rate, total employment, poverty rate, proportion of area regulated by Bureau of Indian Affairs. From this, a regional composite index was devised to measure the relative level of socio-economic vitality being experienced within the region.

The preferred regional composite index establishes five groups of socio-economic vitality, high (<3), moderately high (4-7), moderate (8-11), moderately low (12-15) and low (16>). The four state average is (2), Columbia Basin region average (11), and the national average is (5). Using this index, Okanogan and Douglas Counties ranked moderately low, and Chelan County ranked moderate. All three Counties within the North Central Washington Economic Development District boundaries ranked below the four state average, below the national average, and below or equal to the Columbia Basin regional average.

One of the contributing factors to the below-average economic conditions is the large land base, over half (54%) owned or managed by the federal government. The report concludes that this federal control has “a disproportionately significant impact on this region-especially within rural counties.” Timber harvest on public lands was reduced from 6.1 billion board feet in 1990 to 2.1 billion board feet by 1998. With this, came mill closures across the four-state area. Between 1989 and 2000, 110 mills closed with nearly 21,000 lost jobs across the four states.

With a primarily resource-based economy, the three counties in the NCWEDD region suffer additional economic distress when current trends in agricultural production are considered. The cattle industry is currently experiencing an increase in production, but prices remain highly volatile, with a current downward trend. Wheat prices are rebounding from historic lows but market prices are still below the cost of production. However, apple prices are on an increase over the last two years due to an increase in demand and good quality product. Prices are above the cost of production.

Considering these factors, the following effective community strategies were suggested for the region by this report. Current items of priority for the NCWEDD have been highlighted:

- **Effective business development (retain, expand, diversify, target)**
- **Local entrepreneurship/small business development**
- **Partnerships with federal managers**
- **Workforce development**
- Sustainable natural resource development
- Forest product diversification
- **Value-added agriculture**
- Ecosystem restoration
- Energy development
- Sustained infrastructure investment strategy
- **Region-wide funding strategies**
- Telecommunications solutions

- Small community affordable projects
- Quality of life infrastructure
- Value-added tourism
- **Develop leadership and consensus building in the community**
- **Have a regional strategic plan and vision**
- **Establish priorities and projects on a regional basis**
- **Examine your workforce, identify gaps, educate and train**
- **Examine your infrastructure, identify gaps, overcome those gaps**
- **Gain community support and project advocacy**

In June, 2003, Phase I of a North Central Washington Regional Economic Assessment was completed by David Harrison, senior lecturer at the University of Washington Evans School of Public Affairs with assistance from Dr. Paul Sommers, a Senior Research Fellow at the University of Washington. In Phase I, a research team conducted in-person interviews with public and private sector leaders throughout the region to gather insights into factors creating opportunities or threats to the regional economy. Telephone surveys of representative firms in various industry clusters were also completed. In Phase II the data collected in Phase I was evaluated and used to document the economic development potential for the region.

In October of 2006, a report on regional economic development for North Central Washington was commissioned by the NCW Resource Conservation and Development District. The final report was submitted by the University of Washington Business and Economic Development Center in October of 2006. Key initiatives that were identified include:

- Culture Initiative: create a business friendly environment in North Central Washington
- Youth and Education Initiative: produce and retain entrepreneurs
- Network Initiative: building and using successful networks
- Business Selection Initiative: start and grow high-growth businesses
- Leadership Initiative: leverage natural leaders within the region

## **PRIORITY PROJECTS**

*“We would also hope the NCWEDD would continue the effort to identify, prioritize and assist projects (both with grant funds and technical assistance) that meet the goals of the region and Highway 97 corridor.”*

One aspect of regional economic development facilitated by the NCWEDD is that of the project prioritization process. In late 2012, the NCWEDD solicited letters of inquiry throughout the region for the annual process. A total of eight projects submitted letters of inquiry, and five were invited to make a full application.

Three applicants submitted project material for committee review. Based on the scores of each individual committee member using pre-determined scoring metrics, the rankings are as follows:

1. IRIS Listening Post
2. City of Entiat Waterfront Development
3. Town of Winthrop Ice Arena

NCWEDD resources have been allocated to further the work of these three important projects.

The three project applications are included as Appendix C.