

A large steel truss bridge spans a deep, forested valley. The bridge is constructed from dark metal beams and supports a road deck. The surrounding landscape is densely populated with evergreen trees, and the valley floor is visible through the bridge's structure.

Pathways to Elevate North Idaho

2023 UPDATE

2020-2025 Comprehensive Economic Development Strategy
Panhandle Area Council

2020 – 2025 Comprehensive Economic Development Strategy

2023 UPDATE



Panhandle Area Council, Inc. (PAC)
North Idaho Economic Development Corporation
11100 N. Airport Drive
Hayden, ID 83835
208-772-0584
www.pacni.org

Serving Idaho Economic Development District Region I of Panhandle Area Council
Benewah, Bonner, Boundary, Kootenai and Shoshone Counties



Table of Contents

Executive Summary (2023)	1
Introduction (2023)	2
Chapter 1 Summary Background – Where are we today as a region?	3
Geography.....	3
Natural Resources	4
Environment	4
Workforce Development and Use	4
Transportation Access.....	5
Industry Clusters	7
At A Glance Demographics (2023)	10
Chapter 2 Qualified Opportunity Zones (2021)	23
Chapter 3 The Region’s Disaster Resiliency (2022)	25
The Region’s Disasters	26
Disaster Planning for Economic Recovery.....	27
Economic Development District Role	27
Chapter 4 SWOT and The Region’s Pathways	29
SWOT Analysis	29
The Region’s Pathways	31
Elevate Industry – Goal, Objectives, Strategies (2023)	33
Advance Individuals – Goal, Objectives, Strategies (2023)	34
Strengthen Communities – Goal, Objectives, Strategies (2023).....	35
Chapter 5 Action Plan (2023)	37
Chapter 6 Performance Measures	39
APPENDIX A – CEDS COMMITTEE	
APPENDIX B – OPPORTUNITY ZONES (2021)	
APPENDIX C – ASSET INVENTORY	
APPENDIX D – RESOLUTION	
APPENDIX E – REGIONAL PROJECTS (2023)	

Executive Summary

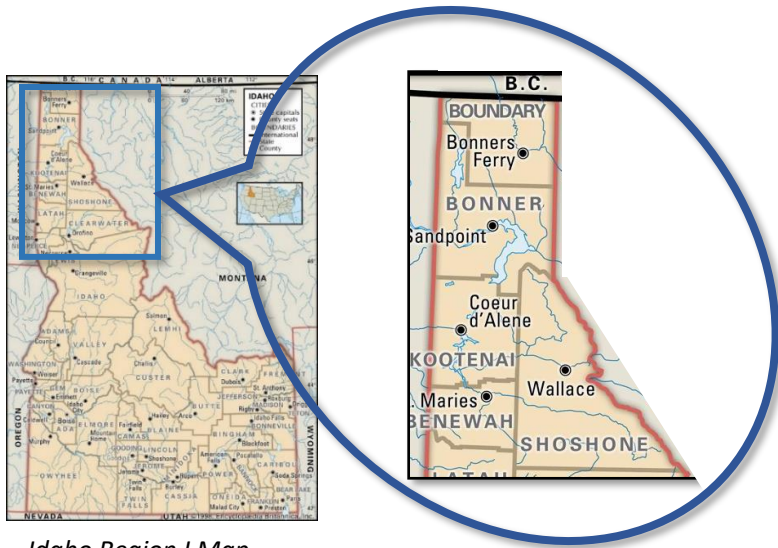
Education-Health Services, Trade-Transportation-Utilities, Leisure-Hospitality, Professional-Business Services, Manufacturing, and Construction round out the top six industry sectors in the region. There is a great need for training workers not only for the current jobs available but for the future economy. The region struggles to maintain a consistent source of jobs that also match the skills of the labor force. The ARPA funds have accelerated the ability to fund necessary infrastructure improvements to serve existing commercial and residential properties; however, future properties for business expansions will need federal financial assistance for infrastructure.

The quarterly meetings of each county EDC (aka RED Team) have resulted in more efficient economic development activities across the region, primarily in broadband access and workforce. Interconnected and common initiatives within all the counties in the region include broadband access, water/sewer infrastructure to support both community and economic development, business start-up, retention and expansion activities, and development of workforce housing. The newest initiative is the Talent Pipeline Management program which will continue through 2023. A comprehensive list of 2022 Economic Development Activities within each county and the region has been provided to EDA.

Covid protocols and resiliency response greatly hindered the ability to gather the entire CEDS Committee as identified in Appendix A for the updates to the CEDS. However, the CEDS Executive Committee, aka the RED (Regional Economic Development) Team, continued to meet quarterly to discuss and guide in the revisions to this 2023 Update to the 2020-2025 CEDS. Changes include the following:

1. Table of Contents—Included in parenthesis after the section title is the year of most current update.
2. Moved the Executive Summary from previous CEDS Documents into the Introduction.
3. Updated the At A Glance (pp. 10-21) with the most current demographics.
4. Updated the Strategies and Tasks under the goals of Elevate Industry, Advance Individuals and Strengthen Communities (pp. 33-35). In the year 2023 the region will focus on:
 - a. Elevate Industry – Create a system for supporting collaborative relationships with local trad and businesses, thereby strengthening industry clusters. This includes creating a shared business/sector database supporting clusters, with subsequent quarterly reporting on the collaboration.
 - b. Advance Individuals – Supporting collaboration between industry and education to develop a workforce prepared for local jobs. Critical to achieving this strategy is holding an awareness campaign to provide resources and opportunities on education/career options of vocational, professional, non-traditional and 4-year.
 - c. Strengthen Communities – Identification of infrastructure and investment needs for the airport, rail, and highway systems. Local, state, and federal partnerships is essential to the success of this strategy.
5. The Action Plan (pp.37-38) has been revised to identify the status of each item.
6. Appendix E has been added to identify regional projects. This will be revised with each CEDS update.

Introduction



Idaho Region I Map

The Panhandle is bordered to the north by British Columbia, Canada; to the east by Montana; to the west by Washington; and to the south by Idaho's Latah and Clearwater Counties.

The Panhandle Area Council, Inc. (PAC) is a non-profit organization, incorporated in 1971 in the State of Idaho. It is structured to promote and assist economic development, fostering a stable and diversified economy within the five northern counties of Idaho. The Panhandle Region includes the counties of Benewah, Bonner, Boundary, Kootenai, and Shoshone, 35 cities and the Coeur d'Alene and Kootenai Indian Tribes within the Panhandle of north Idaho.

PAC is recognized in different capacities, as listed below:

- *Economic Development District* – designated by the U.S. Department of Commerce, Economic Development Administration (EDA).
- *Certified Development Corporation (CDC)* – certification by the U.S. Small Business Administration.

- *Private Sector* – PAC houses a business incubator center/co-work space designed to assist start-up companies.

The Comprehensive Economic Development Strategy (CEDS) falls under the authority of Section 302 of the Public Works and Economic Development Act of 1965 (42 USC §3162) and EDA at 13 CFR part 303 and is made possible by funding through the Planning Partnership Assistance from the U.S. Department of Commerce, Economic Development Administration, and local community partnerships.

There are 5 counties, 35 cities and 2 Tribal Nations in Region I of Idaho. There are also 5 local economic development corporations (EDC's) in addition to the Regional Planning District—Panhandle Area Council. With a diverse industry base within each of the 5 counties, each of the EDC's naturally have a different focus for economic development.

Guiding principles for development of this CEDS follows 13 CFR §303.7, *Requirements for Comprehensive Economic Development Strategies*, and the National Association of Development Organizations (NADO) *Seven Principles of CEDS Standards of Excellence*.

This CEDS would not be possible without the partnership of the RED Team: Timber Plus (Benewah County); Bonner EDC dba Pend Oreille Economic Partnership (Bonner County); Boundary EDC (Boundary County); CdA EDC (portions of Kootenai County); and Silver Valley EDC (Shoshone County). They were active participants in development of the CEDS and took a leadership role in assisting with the CEDS Committee, who are identified in Appendix A. The outcome of the partnership builds on the

POWER OF WE.



Chapter 1 – Summary Background

Geography

Encompassing approximately 4.9 million acres within 7,930 square miles, the region is substantially forested and mountainous, with many beautiful lakes, rivers and streams. The natural features make for some of the nation’s best fishing and hunting, while winters provide many opportunities for skiing (downhill and cross-country) and snowmobiling. The Panhandle is ranked third in population and fifth in geographic size among Idaho’s six regions.

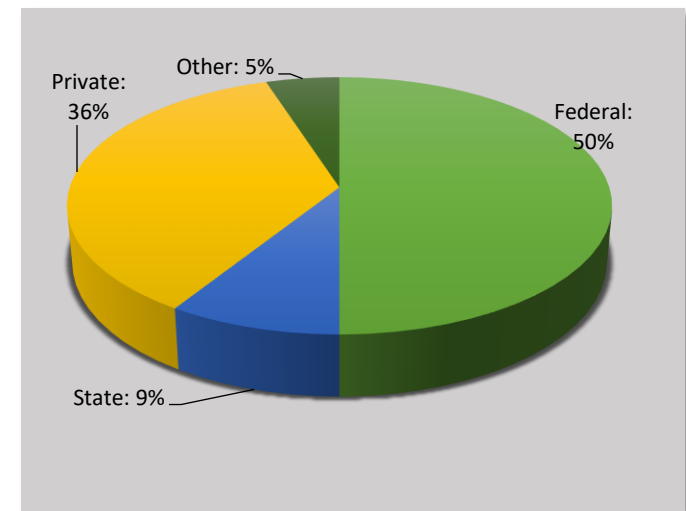
The area includes many mountain ranges including the Selkirks, Cabinet, Bitterroot and Coeur d’Alene Mountains. The primary rivers include the St. Maries, St. Joe, Coeur d’Alene, Spokane, Kootenai, and Pend Oreille. Glacial activity helped form Priest Lake, Pend Oreille Lake, and Coeur d’Alene Lake. The Purcell Trench is home to some of the richest agricultural soil in the region.

Understanding the region’s economy requires understanding factors related to geography, land use, distance, and urban development. Land use patterns and the natural environment of a region changes slowly but has an impact on what is possible and suitable in terms of economic development opportunities. Land use and geography of the region go together with the ability to diversify the region’s economy. It is quite difficult in some areas of the region to increase business activity as over half of the land in the region are state and federal lands.

Land Use:

Type	Square Miles	Percent
Agricultural Cropland	294.7	03.71682
Barren	0.79	00.00999
Developed/Low Intensity	58.37	00.02195
Developed/Med Intensity	19.74	00.73650
Developed/High Intensity	1.74	00.24908
Developed/Open Space	51.17	00.64565
Evergreen/Deciduous Forest	6,058.08	76.43956
Fallow/Idle Cropland	10.22	00.12895
Herbaceous Wetlands	26.16	00.33009
Open Water	269.89	03.40544
Perennial Ice/Snow	0.10	00.00126
Shrubland	1,113.59	14.05104
Woody Wetlands	20.90	00.26371

Land Ownership:

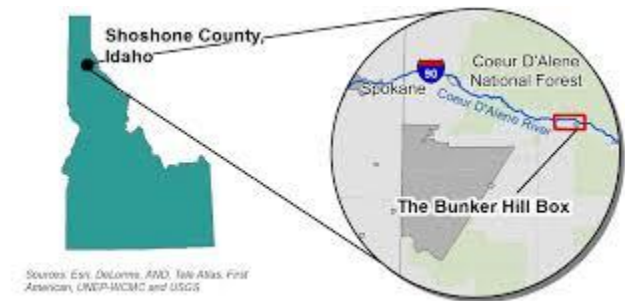


Natural Resources

Forest lands, agricultural lands, mining and waterways serve as the primary natural resources for the region. There are several unique landscapes in the region. The vegetation, climate, land use and wildlife are diverse and somewhat dependent on topography. The diversity of natural resources plays an important role necessary for the public and private sectors plan for existing and future development of the region. The previous section on Geography and following Environment sections provide more information on natural resources. Detailed information can be obtained from the Comprehensive Plans for each county in the region.

Environment

More than a century of mining in the Silver Valley resulted in mine tailings deposited throughout the valley floor and toxic emissions from smelting activities resulted in widespread metals contamination in the Coeur d'Alene River Basin. In 1983 the U.S. Environmental Protection Agency (EPA) designated a 21-square mile area, aka "the box" as a nationally recognized Superfund Site. Cleanup and ecological restoration around the lead smelter have included the removal of lead-contaminated soil from lawns and parks, the containment of tons of mine tailings and the planting of thousands of trees. Lead levels in children have fallen dramatically to levels equivalent to national averages. The Panhandle Health District, the State of Idaho and EPA continue to educate Silver Valley children to avoid lead-contaminated areas and accidental lead ingestion.



Workforce Development and Use

North Idaho College (NIC) meets the diverse educational needs of students, employers, and north Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning. NIC's Workforce Training Center in Post Falls offers a wide variety of credit-free classes for career development and personal interest. Classes are open to the public, and generally without pre-admission, academic or residential requirements. A catalog of classes offered are published each fall, spring, and summer, and is mailed to all north Idaho residents. Each of the following programs are offered through NIC.

- *Workforce Training* offers open enrollment career or job-related classes in instructor-led classrooms or online in a variety of subject areas to enhance skills for employment. Classes are generally short term, credit-free, conveniently scheduled, and do not require lengthy preparation. The instructors are experts in their fields with hands-on, practical information. Classes are offered for health professions and emergency services; business and enterprise; computers and technology, and industry and trades including apprenticeship instruction in electrical, plumbing, heating, ventilation, and air conditioning. Specialized industry-specific training programs are offered in Certified Nursing Assistant, Commercial Truck Driver, Emergency Medical Technician, Fire Fighter 1 Academy, and Welding Certification.

- The *NIC Office of Entrepreneurship* offers educational programming, partnerships, resources, and support dedicated to help launch and grow early-stage business and product ideas. This includes access to tools and equipment through community makerspace Gizmo-CDA, prototyping expertise through the NIC Venture Center, and entrepreneurial education through the Avista Center for Entrepreneurship. All programs associated with the NIC Office of Entrepreneurship are accessible to both regional community members and students, all conveniently located on North Idaho College's downtown Coeur d'Alene Campus.
- *Customized Training* is the regional leader responding to the training needs of business and industry for the incumbent worker. It specializes in assessing, developing, and delivering industry and company specific training to employees at the request of an organization. Customized training works directly with the organization to clearly identify and deliver convenient, affordable, and high-quality training solutions for increased knowledge, performance, and productivity.
- The *Idaho Small Business Development Center (SBDC)* exists to help businesses in Idaho to thrive and grow, and helps improve their profit, margin, sales, cash flow, management, productivity and exporting by providing a) no cost business coaching, b) business training, and c) business resources. Businesses that receive coaching and training assistance from the Idaho SBDC grow on the average 700 percent faster than typical businesses in Idaho.
- The *Continuing Education Unit (CEU)* is a nationally recognized measure of participation in an approved non-credit continuing education program. One Continuing Education Unit (1.0) is defined as 10 contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction, and qualified instruction.

The Idaho PTECH Network is a partnership between industry, high schools and community colleges that prepares students for careers in Idaho's high growth industries, including aerospace/advanced manufacturing, technology, and health care. The mission is to build a pathway between industry and education so that students gain the skills needed to secure well-paying jobs and employers gain access to a pipeline of qualified employees.

Transportation Access

As the region continues to grow both in population and the economy, airports can be expected to have additional demands placed on their facilities and services. Working closely with local jurisdictions, agencies, and surrounding communities on an ongoing basis is essential to the protection and preservation of these important transportation facilities and the quality of life as well as the economic opportunities around them.

North Idaho is considered a cross-roads economic market—a market where fewer products are manufactured or produced compared to the amount of freight that comes into or that moves through the area. This region's economy imports substantially more goods and services (consumer related) than it exports. This region has a difficult time balancing freight loads (trucks leave here either empty or partially empty), which makes transportation costs for manufacturers and producers relatively high compared to other markets. As a result, our main transportation objective is to operate and maintain a regional transportation system that provides for the safe and efficient movement of people and goods to support communities and the regional economy. The good news is that because this region is in a cross-roads environment, many believe there are reasonably good opportunities to grow and attract businesses to the area, if there is a good transportation system that can provide reliable access to outside markets.



For the region to use the regional transportation system (road, rail, air, water) as a competitive tool for economic development, strategic transportation investments targeting safety, reliability and travel time need to be identified, prioritized, promoted, and constructed. In some cases, those transportation investments may be located outside Region I, but can demonstrate a beneficial interest to the region.

Rail transportation has a significant presence within this region, serviced by the Burlington Northern-Santa Fe (BNSF), Montana Rail Link (MRL), Union Pacific (UP) and Canadian Pacific Railroad (CPR). The 2021 Border Crossing Data by the U.S. Department of Transportation, Bureau of Transportation Statistics states that the Idaho-Canada port at Eastport ranks 9th of 35 ports with U.S. entry for loaded rail and truck containers.

Air

Idaho's airports serve as vital business links and support critical services such as medical care, agricultural support, search and rescue, forest fire fighting, law enforcement, recreation, and environmental services. Aviation plays several key roles in providing economic stability and expansion in Region I. As part of the National Plan of Integrated Airport Systems (NPIAS) and the Idaho State Airport System Plan (ISAP), airports in north Idaho provide yet another opportunity to connect people and commerce in the region to the nation and to the world. There are 54 airports in the region, of which, 13 are for public use, and 6 are classified as general aviation and identified in the NPIAS: Boundary County Airport, Coeur d'Alene-Pappy Boyington Airport, Priest River Municipal Airport, Sandpoint Airport, Shoshone County Airport, and the St. Maries Airport.

Public Transportation

The following free public transportation options are available in the region include:

- **Citylink Transit** is a partnership between the Coeur d'Alene Tribe, State of Idaho, and Kootenai County, and serves Western Kootenai and Benewah Counties. It operates three routes, 12 hours a day, six days a week.
- **Benewah Area Transport** offers quality public transportation to the elderly and persons with disabilities as well as the public. It serves the Valley Vista Care facility in St. Maries, as well as residents in Benewah County and the lower parts of Kootenai and Shoshone Counties. Service is available Monday-Friday except holidays, 8 hours a day.
- **Selkirks-Pend Oreille Transit (SPOT)** is a not-for-profit collaborative venture between the cities of Dover, Sandpoint, Ponderay and Kootenai in Bonner County. It also provides on-demand service to the City of Bonners Ferry.

- *Silver Valley Transport* serves Shoshone County between Pinehurst and Mullan, and on Tuesdays and Thursdays offers trips to Coeur d’Alene. The Silver Express Paratransit Service is also available for the disabled.

Scenic Byways

The Idaho Transportation Department is the lead agency for administration of the Idaho Scenic Byways Program. There are currently thirty scenic byways in the State of Idaho, of which six are in the region: Lake Coeur d’Alene Scenic Byway, Panhandle Historic Rivers Passage, Pend Oreille Scenic Byway, St. Joe River Scenic Byway, White Pine Scenic Byway, and Wild Horse Trail Scenic Byway. In addition, the International Selkirk Loop is a scenic route traversing through north Idaho, Eastern Washington and British Columbia, Canada. Details on the Region’s Scenic Byways can be found at www.visitidaho.org.

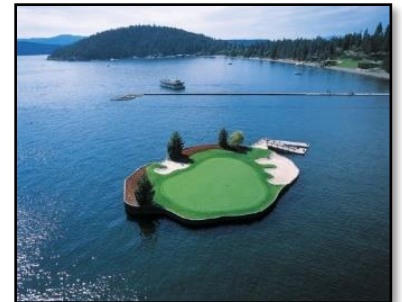
Industry Clusters

Industry clusters are concentrations of highly productive industries within a region that are related to each other, contribute to the identity of that region, and provide significant employment opportunities. The clusters identified below are specific to each county within north Idaho and offer economic stability and prosperity to the region.

Tourism

Although people often refer to tourism as an industry, there is no formal compilation of industries or occupations that make up this sector. The arts, entertainment, and recreation sector combined with accommodations and food services most closely represent the components that form the backbone of tourism in north Idaho.

Development of golf courses, ski areas, amusement parks and restaurants have made north Idaho a more attractive place to live, and these amenities have played an especially important role in attracting well-heeled retirees to the region. The region’s convention business draws people who would otherwise never visit. They become enchanted with north Idaho and decide to relocate. Some move their businesses to take advantage of the amenities and lifestyle.



The tourism industry took its bumps through the COVID recession, losing 1200 jobs, a loss of ten percent. However, the industry is resilient and has contributed to the rebounding economy in Kootenai County from the most recent contraction. Other counties around the region did not grow as fast in this industry leading up to the bubble and, therefore, felt fewer losses when the bubble burst. There are 11,832 people employed in the region’s tourism sector today and is projected to grow by another 3,227 jobs by 2030. In 2020, north Idaho had 838 tourism-related employers, 64 percent in Kootenai County and 22 percent in Bonner County.

While tourism does not sell its products or services outside the region, it does draw consumers of those products and services from outside the region and, therefore, brings new money into the regional economy similar to the new money brought into the economy by export-oriented sectors. Tourism has also fueled second home construction in the region.

Health Care

Due to the growing retiree population, the region has created a regional health care hub, which supports growth and fosters stability, inching its way to a primary employer. Representing only 9.5 percent of total employment in 1993 and jumping to 15 percent by 2020, health care is the only industry to make such a substantial push over the time period. The region's health care industry is projected to remain strong and expanding at a faster rate than any other industry in the region, growing 21 percent from 14,928 jobs in 2020 to 18,080 by 2030, at an annual rate of nearly 1.9 percent (source: Idaho Department of Labor Long-Term Industry Projections).

Health care has been the region's plow horse through the recession — adding 2,070 jobs from 2010 to 2020 and continues to add jobs each year. Health care and social assistance accounted for 16 percent of the region's total payroll in 2020. Of that, 4 percent was in ambulatory health care services, 37 percent in hospitals, 15 percent in nursing residential care facilities and only 7 percent in social assistance (due to the markedly lower wages). In 2020, north Idaho had 1016 health care and social assistance employers, nearly 72 percent of those were in ambulatory health care services including physicians, dentists, and other health practitioners.

Hospitals make substantial contributions to local and regional economies through the purchase of goods and services and the employment of large numbers of workers. In addition, research hospitals are a key component of the knowledge-based economy supporting an experienced and educated workforce and originating and transferring knowledge and innovation.

Wood Products

The wood products industry has played a major role in north Idaho's economy for over a century. While wood products manufacturing accounted for 2.2 percent of total jobs in north Idaho in 2018, the multiplier effects are substantial. For every 10 jobs created in wood products manufacturing, nearly 25 more are created in other sectors which includes logging, trucking of logs, lumber and wood chips and machine shops. The 143 logging operations add an additional 553 jobs to the forest products sector and wood product manufacturing adds 2,138. The industry generates a strong positive impact on the regional economy due to its heavily oriented exporting component and above-average wages.



Although it appears the composition of the main industries has not changed much over the past three decades, it has changed substantially within each industry. Wood product manufacturing went from capturing 54.3 percent of manufacturing employment and 6.6 percent of total employment in 1993 to as low as 24 percent and 2.2 percent, respectively, by 2018. The mixture of primary metal, fabricated metal, machinery, computer and electronic product, transportation equipment, and furniture related manufacturing took its place making the region less vulnerable to specific market conditions.

The recession started for the nation in December 2007 and ended June 2009. Most areas felt the depths of the recession in 2009. For north Idaho, the region experienced the depths in 2012 and didn't start seeing signs of recovery until 2013. Of the 8,250 jobs lost from 2007 to 2012 in north Idaho, 11 percent were in manufacturing and almost all of those jobs lost were in wood product manufacturing – 93 percent. The 2008 closure of the second largest sawmill in the region, JD Lumber mill in Priest River, sent the industry in a tailspin. Although many of those jobs were absorbed from other area mills as the industry started to recover, the sector has only regained 225 of the nearly 860 jobs lost through the recession.

A couple new elements have been added to the cluster—cross-laminated timber and biomass. Cross-laminated timber (CLT) is an advanced product designed for increased dimensional stability and strength in framing systems. CLT is made of multiple layers of wood, with each layer oriented crosswise to the next. Used for long spans in floors, walls, or roofs, CLT can be prefinished, which reduces labor onsite, and is equally suited to new construction and additions to existing buildings. Because of its high strength and dimensional stability, it can be used as an alternative to concrete, masonry, and steel in many building types. A local company, Idaho Forest Group, has brought this innovative wood composite technology to the U.S. This brings a whole new perspective growth to the industry with a global presence. Workforce training will be needed as more architects, engineers and builders learn the advancements the product.

With 87 percent of north Idaho in forest, the region has a significant source of organic matter – biomass – for producing wood products, mulch, paper, even plastics as a replacement for petroleum and for negating heat and steam to run turbines that produce electricity. The environmental benefits include reduced dependence on fossil fuels and forest restoration and enhancement by removing diseased trees and invasive species and reducing fuels that feed forest fires. Developing biomass projects can expand and diversify rural economies and replace some of the jobs lost in the severe contraction of the logging sector as well as benefit from available timber industry infrastructure.

The output of Idaho’s wood products sector is likely to grow considerably in the next 10 years as the housing market continues to recover, housing starts to normalize and technology advances. The mills across the state have leapt back into full production. Growing population and increased prosperities in China and other Asian countries have greatly increased exports of Idaho wood products, which should continue. Declining competition from imported western Canadian wood products due to the risk of disease and pests is also expected to reduce timber harvests in British Columbia and Alberta. The Forest Service is willing to increase harvests of timber on its lands, and the Clearwater Basin Collaborative and the Panhandle Forest Collaborative are expected to lead to more federal timber sales.

Aerospace

The aerospace industry only contributes a fraction of jobs to the region’s total, but it increased 2.5 times over the past decade. While small, north Idaho and the state has a broad range of industry activities that include aircraft manufacturing, aircraft component manufacturing, advanced aerospace research, flight training, military aircraft development, space exploration and airport operations. The industry encompasses the design, development, production, and operation of aircraft. Its top tier includes companies directly involved in the production and operation of aircraft. The second tier involves primary suppliers to those companies, and the rest of the industry supplies those suppliers. The standards enforced by the Federal Aviation Administration make supplying to larger companies difficult but eventually profitable.



The region’s proximity to the nation’s third largest employer in the industry, Boeing (Seattle area), and the Air Force’s refueling unit, Fairchild Air Force Base near Spokane, gives the region a competitive edge over other areas and has created a tertiary supply market.

North Idaho has 21 percent of the state’s aerospace employment, second to the state’s airport hub in the southwestern region – Boise. From 1999 to 2009, regional aerospace employment grew at a faster rate than anywhere else in the state, giving aerospace a higher concentration of jobs there than in any of the other five regions.

Mining

Mining is the lifeline of Shoshone County, representing three-quarters of the region's mining employment. The mines in the Silver Valley have seen highs and lows through the past 40 years but continue exploration efforts and a few operations. The Coeur d'Alene Mining District in Shoshone County is ranked second in the nation to produce silver, and third in lead. These mines are the deepest in the United States.

The Galena mine is the second most prolific silver mine in U.S. history, delivering over 200 million ounces to date. The mine is now owned by U.S. Silver & Gold which also owns the Drumlunnon Mine Complex in Montana. More zones are being evaluated for bulk mining development. The closure of the Lucky Friday mine located in Mullan of January 2012 cut the mining workforce by nearly 9 percent until it reopened after one year of being shut down by the federal Mine and Safety Administration. Upon its return, mining employment hit a 20-year high in 2013, employing 844. The region overall reached a record of 1,126 employed in the mining industry. Other mining exploration and operations include the Crescent mine owned by United Mine Services; Sunshine mine owned by Sunshine Silver Mines Corp, Star mine owned by Hecla; the Coeur, Dayrock, Galena, and Caladay all owned by U.S. Silver and Gold.



The industry provides employment opportunities paying nearly three times more, on average, than other industries in the county and contributes 36 percent of total wages. Mining operations are highly cyclical and dependent on the world market prices for silver and gold as well as the supply and demand for other minerals rich in this region such as copper, lead, zinc, ore and garnet—making it one of the most volatile industries.

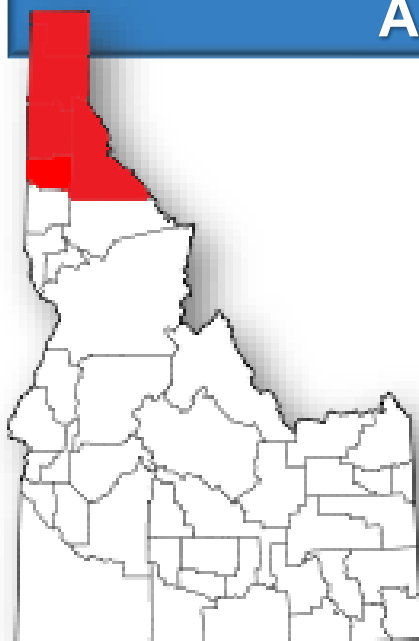
Although investment capital shortages continued to impact exploration, optimism in the overall mining industry was reflected strongly by exploration activity. According to the Idaho Geological Survey, 2011 demonstrated an increase in both the number of active projects in Idaho and the amount of drilling and other exploratory work compared to the previous year. The mining industry has the potential for research and development efforts, workforce development and creation of small business. In collaboration with partnering agencies, companies and communities, the mining industry could become a national hub for mining training and development. The motions have been set forth but just need momentum.

At A Glance Demographics (2023 Update)

The increasingly diverse economic base and lifestyle of the region have attracted thousands of new residents in recent years, making it Idaho's second most populous region. The largest city, Coeur d'Alene, is just 33 miles from Spokane, Washington, where many of north Idaho's residents work. Industries playing major economic roles include lumber, a variety of manufacturing, mining, tourism, retail, agriculture, call centers and the Coeur d'Alene and Kootenai tribes. North Idaho College and the satellite campuses of University of Idaho, Lewis-Clark State College and Boise State University are a key component of providing a highly skilled and trained workforce.

AT A GLANCE: REGION I — PANHANDLE

1/18/2023



Benewah,
Bonner,
Boundary,
Kootenai and
Shoshone
Counties

7,936 Square
Miles

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
124,713

Unemployment Rate (Oct 2022)
3.9%

Median Household Income (2020)
\$49,256

Per Capita Personal Income (2020)
\$43,346

Poverty Rate (2020)
11.6%

Food Insecurity Rate
13%

HIGHER EDUCATION

North Idaho College
University of Idaho – Coeur d'Alene
Lewis-Clark State College – Coeur d'Alene
Boise State University – Coeur d'Alene

LARGEST EMPLOYERS

Kootenai Health
Wal-Mart
Coeur d'Alene School District
Hagadone Hospitality
Kootenai County
North Idaho College
Coeur d'Alene Casino
Idaho Forest Group
Post Falls School District
Lakeland School District

POPULATION

Total (2020)	240,451
Males	49.6%
Females	50.4%
Median Age	45.0
Age 65+	49,289
Age 18-64	137,937
Under 18	53,225
Minority	7.0%

SOURCES:

Idaho Department of Labor
U.S. Census ACS DP04
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$320,166

Total Housing Units (2021)	116,601
Occupied Housing Units (2021)	97,327
Homeowner Vacancy Rate (2021)	1.2%
Rental Vacancy Rate (2021)	3.3%
Assisted Living Facilities (2021)	54

North Idaho (Panhandle) Industry Employment and Wages – 2011, 2020, and 2021

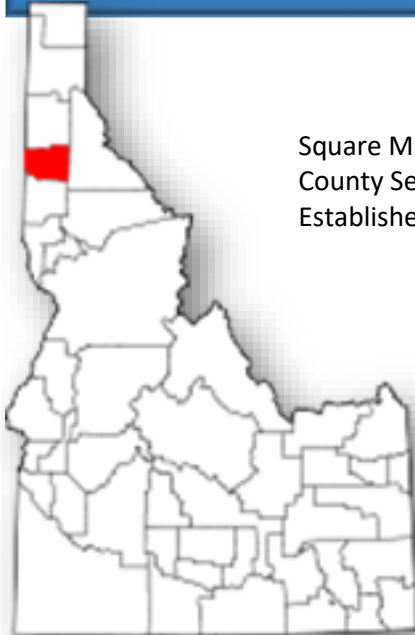
Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	75,291	\$32,638	89,040	\$43,377	94,097	\$47,177
Natural Resources and Mining	1,874	\$59,959	2,087	\$60,632	2,253	\$68,012
Construction	4,370	\$34,355	7,273	\$47,027	7,940	\$50,839
Manufacturing	7,081	\$38,624	8,055	\$50,940	8,346	\$54,232
Trade, Transportation, and Utilities	15,887	\$30,460	17,856	\$40,788	18,635	\$44,378
Information	1,078	\$41,150	1,043	\$62,053	1,130	\$89,778
Financial Activities	3,653	\$39,535	4,317	\$59,858	4,460	\$64,771
Professional and Business Services	7,675	\$37,046	8,054	\$48,078	8,493	\$54,731
Education and Health Services	16,193	\$33,838	20,617	\$45,922	21,012	\$49,578
Leisure and Hospitality	10,500	\$15,994	12,698	\$21,105	14,184	\$23,768
Other Services	1,920	\$22,076	2,224	\$31,742	2,375	\$33,928
Public Administration	5,050	\$44,769	5,260	\$53,028	5,263	\$54,748

Source: Idaho Department of Labor (November 2022)

For more information visit www.pacidaho.org

AT A GLANCE: BENEWAH COUNTY

1/18/2023



Square Miles: 784
County Seat: St. Maries (2,423)
Established in 1915

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
4,252

Unemployment Rate (Oct 2022)
5.2%

Median Household Income (2020)
\$47,983

Per Capita Personal Income (2020)
\$42,803

Poverty Rate (2020)
13.2%

Food Insecurity Rate
12.6%

HIGHER EDUCATION

North Idaho College Dual Credit
University of Idaho Extension

LARGEST EMPLOYERS

Coeur d'Alene Tribe
Coeur d'Alene Tribal Health Authority
Jack Buell Trucking
St. Maries School District
Benewah Community Hospital
Valley Vista Care
Plummer-Worley School District
Benewah County
Coeur d'Alene Tribal Government
Public Lands Department

POPULATION

Total (2020)	9,231
Males	50.5%
Females	49.5%
Median Age	46.0
Age 65+	2,085
Age 18-64	5,055
Under 18	2,091
Minority	11.8%

SOURCES:
Idaho Department of Labor
U.S. Census ACS
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$237,447

Total Housing Units (2021)	4,633
Occupied Housing Units (2021)	3,566
Homeowner Vacancy Rate (2021)	1.0%
Rental Vacancy Rate (2021)	1.1%
Assisted Living Facilities (2021)	1

Benewah County Industry Employment and Wages – 2011, 2020, and 2021

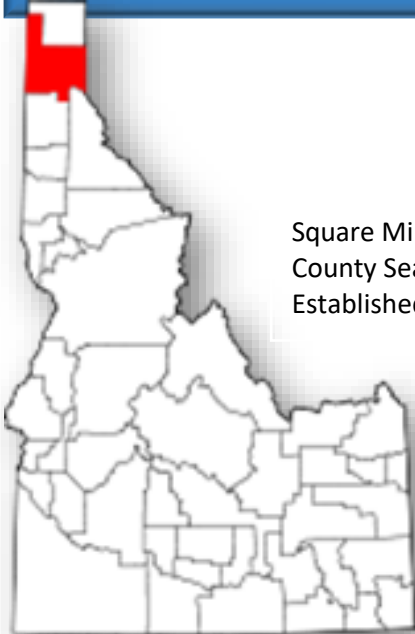
Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	3,313	\$32,924	3,404	\$43,593	3,435	\$46,955
Natural Resources and Mining	182	\$40,771	224	\$52,792	213	\$55,733
Construction	89	\$27,955	94	\$37,259	98	\$34,977
Manufacturing	482	\$46,548	542	\$54,283	549	\$59,635
Trade, Transportation, and Utilities	724	\$29,461	669	\$43,676	683	\$45,464
Information	37	\$34,119	40	\$39,862	39	\$46,181
Financial Activities	81	\$24,227	74	\$38,317	74	\$46,999
Professional and Business Services	101	\$29,636	89	\$56,678	100	\$66,929
Education and Health Services	768	\$31,338	787	\$42,272	771	\$46,783
Leisure and Hospitality	152	\$9,923	177	\$12,501	195	\$14,469
Other Services	59	\$25,472	85	\$28,591	88	\$27,550
Public Administration	632	\$34,979	615	\$43,962	619	\$46,711

Source: Idaho Department of Labor (November 2022)

For more information visit benewahcountyid.gov and <http://www.cdatribe-nsn.gov/employment/>

AT A GLANCE: BONNER COUNTY

1/18/2023



Square Miles: 1,919
County Seat: Sandpoint (9,003)
Established in 1907

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
22,788

Unemployment Rate (Oct 2022)
4.1%

Median Household Income (2020)
\$51,594

Per Capita Personal Income (2020)
\$44,751

Poverty Rate (2020)
12.6%

Food Insecurity Rate
11.5%

HIGHER EDUCATION

North Idaho College
University of Idaho Extension

LARGEST EMPLOYERS

Lake Pend Oreille School District
Litehouse
Bonner General Hospital
Bonner County
Schweitzer Mountain Resort
Wal-Mart
West Bonner County School District
Kodiak
Idaho Forest Group
Encoder Products Co.

POPULATION

Total (2020)	44,688
Males	49.7%
Females	50.3%
Median Age	47.9
Age 65+	11,072
Age 18-64	24,802
Under 18	8,814
Minority	5.2%

SOURCES:
Idaho Department of Labor
U.S. Census ACS
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$372,700

Total Housing Units (2021)	26,116
Occupied Housing Units (2021)	18,823
Homeowner Vacancy Rate (2021)	1.5%
Rental Vacancy Rate (2021)	4.8%
Assisted Living Facilities (2021)	7

Bonner County Industry Employment and Wages – 2011, 2020, and 2021

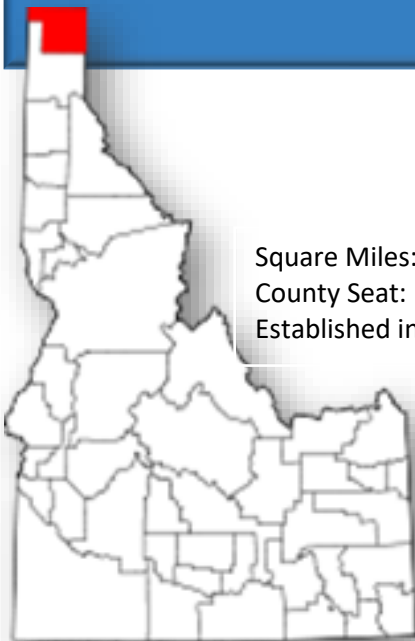
Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	12,551	\$31,337	14,374	\$40,454	15,303	\$43,372
Natural Resources and Mining	359	\$44,317	346	\$53,701	388	\$54,545
Construction	655	\$28,323	1,039	\$39,832	1,205	\$43,893
Manufacturing	1,859	\$35,779	2,017	\$52,538	2,081	\$55,016
Trade, Transportation, and Utilities	2,875	\$33,635	3,028	\$37,300	3,189	\$71,089
Information	225	\$37,511	281	\$60,909	298	\$53,701
Financial Activities	505	\$37,558	590	\$50,342	642	\$63,332
Professional and Business Services	792	\$42,594	863	\$56,094	1,013	\$40,901
Education and Health Services	2,291	\$31,095	2,773	\$38,507	2,791	\$22,418
Leisure and Hospitality	1,671	\$13,843	1,965	\$20,037	2,179	\$30,478
Other Services	479	\$20,133	548	\$28,183	602	\$52,525
Public Administration	833	\$36,592	917	\$49,934	907	\$39,629

Source: Idaho Department of Labor (November 2022)

For more information visit <http://bonnercountyedc.com/> and <http://www.priestriverdc.org/>

AT A GLANCE: BOUNDARY COUNTY

1/18/2023



Square Miles: 1,278
County Seat: Bonners Ferry (2,561)
Established in 1915

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
5,867

Unemployment Rate (Oct 2022)
4.0%

Median Household Income (2020)
\$45,319

Per Capita Personal Income (2020)
\$39,272

Poverty Rate (2020)
20.4%

Food Insecurity Rate
13.4%

HIGHER EDUCATION

North Idaho College Dual Credit
University of Idaho Extension

LARGEST EMPLOYERS

Boundary County School District
Boundary Community Hospital
Kootenai Tribe Development Corporation
Idaho Forest Group
Boundary County
Alta Forest Products
US Department of Homeland Security
Safeway
Panhandle Door
Kootenai Tribe of Idaho

POPULATION

Total (2020)	12,156
Males	50.2%
Females	49.8%
Median Age	43.8
Age 65+	2,717
Age 18-64	6,601
Under 18	2,838
Minority	7.7%

SOURCES:

Idaho Department of Labor
U.S. Census ACS
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$316,475

Total Housing Units (2021)	5,383
Occupied Housing Units (2021)	4,503
Homeowner Vacancy Rate (2021)	2.0%
Rental Vacancy Rate (2021)	4.0%
Assisted Living Facilities (2021)	2

Boundary County Industry Employment and Wages – 2011, 2020, and 2021

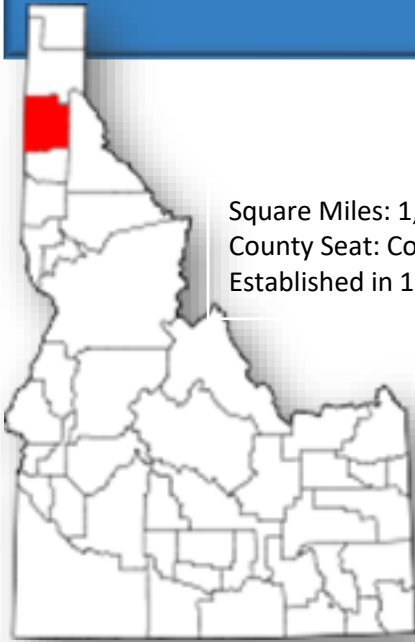
Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	3,326	\$30,629	3,709	\$40,293	3,884	\$42,320
Natural Resources and Mining	251	\$35,315	369	\$40,352	398	\$43,118
Construction	206	\$38,143	285	\$41,973	317	\$46,788
Manufacturing	293	\$43,173	498	\$49,777	543	\$50,674
Trade, Transportation, and Utilities	545	\$25,783	628	\$39,167	674	\$40,563
Information	27	\$15,664	22	\$40,676	24	\$40,986
Financial Activities	74	\$30,489	85	\$46,130	78	\$47,574
Professional and Business Services	392	\$20,393	251	\$37,839	254	\$40,034
Education and Health Services	733	\$31,260	748	\$37,192	770	\$38,518
Leisure and Hospitality	273	\$16,066	294	\$18,189	310	\$21,153
Other Services	67	\$18,078	65	\$25,279	64	\$32,017
Public Administration	459	\$41,971	455	\$52,937	444	\$54,867

Source: Idaho Department of Labor (November 2022)

For more information visit <http://www.boundaryedc.com/>

AT A GLANCE: KOOTENAI COUNTY

1/18/2023



Square Miles: 1,316
County Seat: Coeur d'Alene (55,904)
Established in 1864

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
86,208

Unemployment Rate (Oct 2022)
3.7%

Median Household Income (2020)
\$60,903

Per Capita Personal Income (2020)
\$48,953

Poverty Rate (2020)
10.3%

Food Insecurity Rate
10.2%

HIGHER EDUCATION

North Idaho College
University of Idaho – Coeur d'Alene
Lewis-Clark State College – Coeur d'Alene
Boise State University – Coeur d'Alene

LARGEST EMPLOYERS

Kootenai Health
Coeur d'Alene School District
Wal-Mart
Hagadone Hospitality
Kootenai County
North Idaho College
Coeur d'Alene Casino
Post Falls School District
Lakeland School District
Silverwood

POPULATION

Total (2020)	161,676
Males	49.5%
Females	50.5%
Median Age	40.3
Age 65+	30,482
Age 18-64	94,274
Under 18	36,920
Minority	7.1%

Idaho Department of Labor
U.S. Census ACS DP04
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$505,374

Total Housing Units (2021)	73,466
Occupied Housing Units (2021)	64,914
Homeowner Vacancy Rate (2021)	0.6%
Rental Vacancy Rate (2021)	3.4%
Assisted Living Facilities (2021)	40

Kootenai County Industry Employment and Wages – 2011, 2020, and 2021

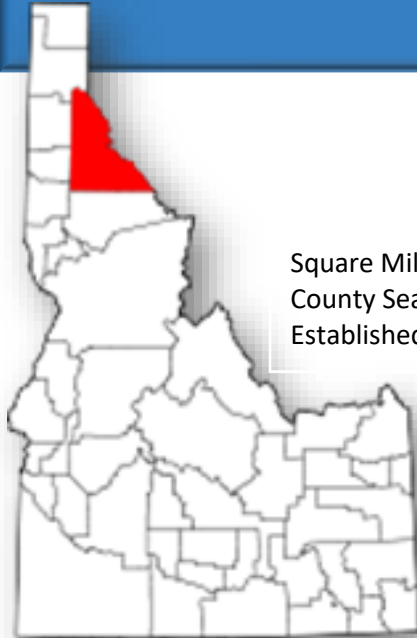
Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	51,597	\$32,643	63,343	\$44,348	66,616	\$48,388
Natural Resources and Mining	367	\$73,200	478	\$76,155	496	\$80,204
Construction	3,254	\$35,272	5,676	\$48,576	6,142	\$52,722
Manufacturing	4,260	\$38,875	4,826	\$50,533	4,987	\$54,351
Trade, Transportation, and Utilities	10,538	\$29,837	12,394	\$40,939	12,959	\$44,795
Information	741	\$44,339	659	\$65,806	728	\$104,046
Financial Activities	2,852	\$41,411	3,430	\$63,267	3,512	\$68,290
Professional and Business Services	6,017	\$36,993	6,581	\$47,472	6,858	\$54,145
Education and Health Services	11,587	\$35,081	15,272	\$48,891	15,666	\$52,892
Leisure and Hospitality	8,007	\$16,740	9,637	\$21,893	10,761	\$24,695
Other Services	1,289	\$22,717	1,456	\$33,052	1,551	\$35,635
Public Administration	2,723	\$44,141	2,926	\$57,146	2,949	\$58,233

Source: Idaho Department of Labor (November 2022)

For more information: <https://www.cdaedc.org/>

AT A GLANCE: SHOSHONE COUNTY

1/18/2023



Square Miles: 2,633
County Seat: Wallace (808)
Established in 1861

ECONOMIC OVERVIEW

Civilian Labor Force (Oct 2022)
5,598

Unemployment Rate (Oct 2022)
5.6%

Median Household Income (2020)
\$40,483

Per Capita Personal Income (2020)
\$40,953

Poverty Rate (2020)
15.4%

Food Insecurity Rate
15.7%

HIGHER EDUCATION

None

LARGEST EMPLOYERS

Dave Smith Motors
Hecla Mining
Kellogg School District
Wal-Mart
Shoshone Medical Center
Shoshone County
Wallace School District
Lookout Pass Ski & Recreation
Loving Care & More
Mountain Valley of Cascadia

POPULATION

Total (2020)	12,700
Males	49.4%
Females	50.6%
Median Age	46.8
Age 65+	2,933
Age 18-64	7,205
Under 18	2,562
Minority	7.2%

SOURCES:
Idaho Department of Labor
U.S. Census ACS
National Association of Realtors
Feeding America of the Meal Gap

HOUSING

Average Median Home Value (Q3 2022) \$171,087

Total Housing Units (2021)	7,003
Occupied Housing Units (2021)	5,431
Homeowner Vacancy Rate (2021)	0.8%
Rental Vacancy Rate (2021)	3.3%
Assisted Living Facilities (2021)	4

Shoshone County Industry Employment and Wages – 2011, 2020, and 2021

Industry Sector	2011		2020		2021	
	Average Employment	Average Wages	Average Employment	Average Wages	Average Employment	Average Wages
Total Covered Wages	4,501	\$37,507	4,658	\$41,509	4,857	\$46,622
Natural Resources and Mining	712	\$74,867	666	\$67,329	754	\$83,892
Construction	164	\$39,375	176	\$53,744	174	\$49,981
Manufacturing	184	\$34,162	169	\$37,117	186	\$37,305
Trade, Transportation, and Utilities	1,203	\$31,102	1,135	\$47,714	1,128	\$54,715
Information	45	\$30,648	38	\$46,069	39	\$44,467
Financial Activities	138	\$22,706	133	\$37,161	151	\$48,866
Professional and Business Services	370	\$45,985	267	\$44,394	266	\$46,953
Education and Health Services	811	\$28,649	1,034	\$31,183	1,011	\$32,880
Leisure and Hospitality	394	\$12,386	621	\$16,221	736	\$17,880
Other Services	72	\$26,128	68	\$43,431	67	\$36,547
Public Administration	400	\$34,593	344	\$43,036	341	\$45,427

Source: Idaho Department of Labor (November 2022)

For more information: www.silvervalleyedc.com

Chapter 2 – Qualified Opportunity Zones (2021 Update)

The Basis of Qualified Opportunity Zones

Qualified Opportunity Zones (QOZ) are a community development program added to the US Tax Code. This program was established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities thereby spurring economic development and job creation in distressed communities. Private investment vehicles that place 90% or more of their funds into a QOZ can earn tax relief on the capital gains generated through those investments. Tax benefits increase the longer investments are in place.

Investing

An investor can take advantage of these tax incentives even if they do not live, work, or have an existing business in a QOZ. This can be done by investing the amount of a recognized eligible gain into a Qualified Opportunity Fund (QOF) and electing to defer the tax on that gain. A QOF is an investment vehicle that files either a partnership or corporate federal income tax return and is organized for the purpose of investing in QOZ property.

To become a QOF, an eligible corporation or partnership self-certifies by annually filing Form 8996 with its federal income tax return. An LLC that chooses to be treated either as a partnership or corporation for federal income tax purposes and is organized for the purpose of investing in QOZ property can be a QOF. To be eligible for the tax benefits, QOFs must:

- Be organized as a corporation or partnership,
- Be certified by the U.S. Treasury (self-certification),
- Have 90% of the QOF's assets invested in a QOZ, and
- Investments may include stocks, partnership interest or real estate (substantial rehabilitation requirement)

Qualified Opportunity Zones can spur economic development through a temporary deferral, step-up basis or permanent exclusion as follows:

Temporary Deferral:

First, an investor can defer tax on any prior eligible gain to the extent that a corresponding amount is timely invested in a QOF. The deferral lasts until the earlier of the date on which the investment in the QOF is sold or exchanged, or December 31, 2026.

Step-up Basis:

If the QOF investment is held for at least 5 years, there is a 10% exclusion of the deferred gain. If held for at least 7 years, the 10% exclusion becomes 15%. Additionally, the amount of eligible gain to include is decreased to the extent that the amount of eligible gain deferred exceeds the fair market value of the investment in the QOF.

Permanent Exclusion:

If the investor holds the investment in the QOF for at least 10 years, the investor is eligible for an adjustment in the basis of the QOF investment to its fair market value on the date that the QOF investment is sold or exchanged. As a result of this basis adjustment, the appreciation in the QOF investment is never taxed.

A similar rule applies to exclude the QOF investor's share of gain and loss from sales of QOF assets. This is essentially a permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in a QOF if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an QOF.

Creating a Qualified Opportunity Zone

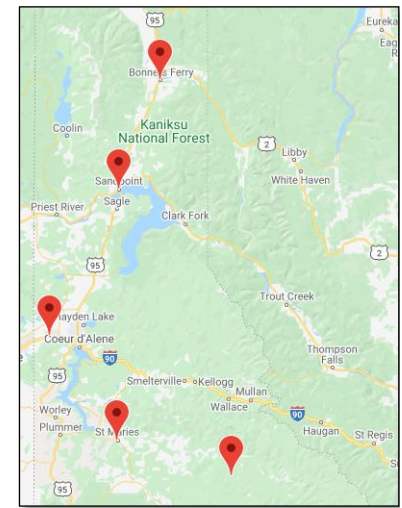
Localities qualify as QOZs if they have been nominated for that designation by the State and that nomination has been certified by the Secretary of the U.S. Treasury via his/her delegation of authority to the Internal Revenue Service (IRS).

In the Panhandle Region there are five QOZs with various opportunity sites. Details on the sites are in Appendix B.

Future Work Plan

On an annual basis, the Panhandle Area Council will continue to work through the CEDS Committee, bringing together key Economic Development leaders to continue to amplify the role of QOZs as a powerful economic development tool. The annual workplan will revisit and, where appropriate, expand on the following items:

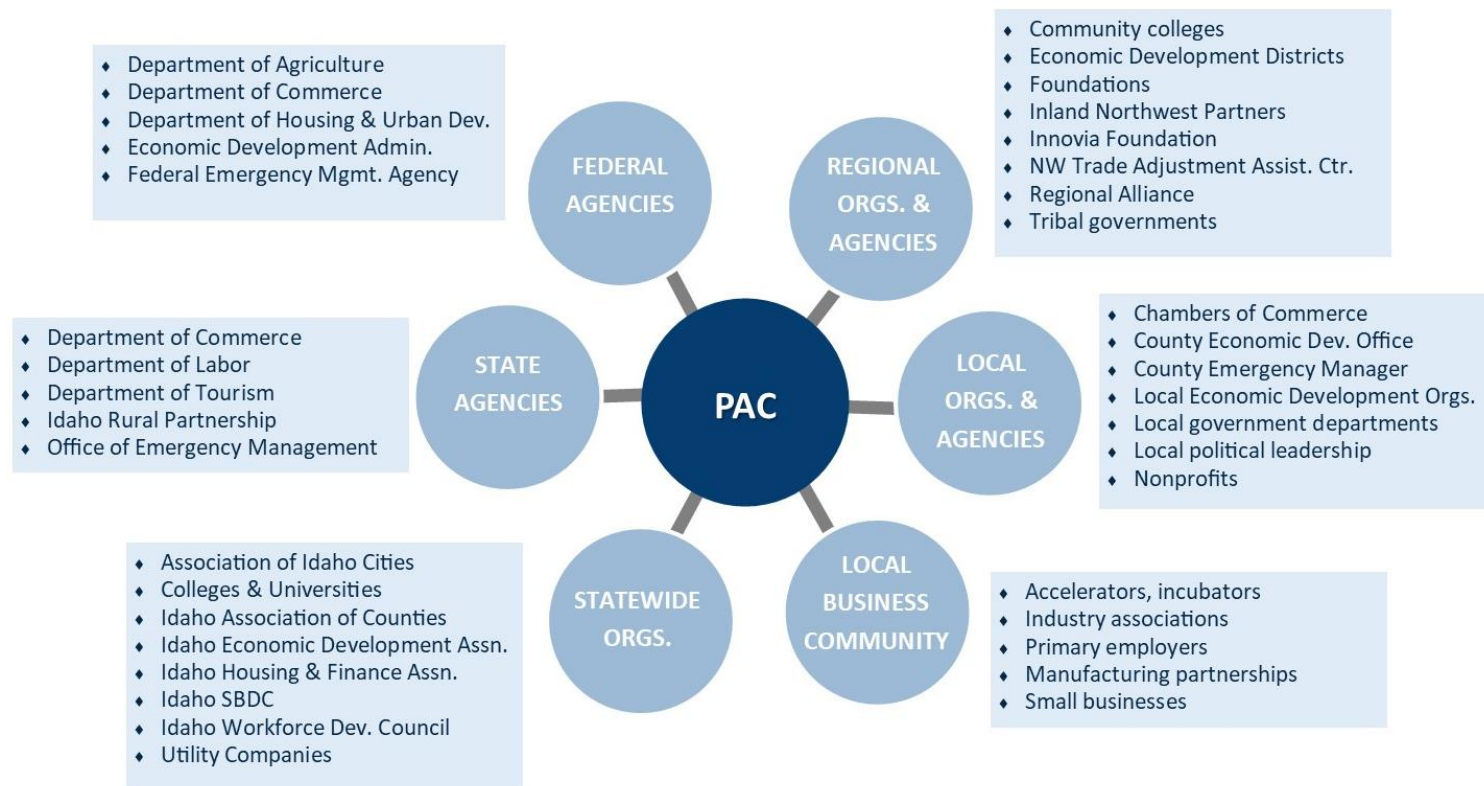
1. Inventory/map the Opportunity Zones in the region,
2. Identify key partners/collaborations, and
3. Recognize linkages with the data, goals/objectives, and priority projects within the CEDS.



Qualified Opportunity Zones

Chapter 3 – The Region’s Disaster Resiliency (2022 Update)

Sustainability and resiliency in disaster recovery are a collaborative effort of interagency and intergovernmental coordination. Pre-disaster activities focus on integrating resiliency practices into day-to-day operations, while recovery starts at the beginning of a disaster, whether natural or man-made. Coordination is critical to recovery efforts from pre-disaster to full economic recovery. The County Offices of Emergency Management, with assistance from the Idaho Bureau of Homeland Security, focus on coordination of the immediate needs during and after a disaster. PAC serves as a coordinator of interagency economic recovery activities. This is achieved through collaboration with each County Office of Emergency Management, Idaho Bureau of Homeland Security, and other local, State, Tribal and Federal agencies at all levels of the whole community.



Planning is always the first step in Disaster Resiliency. Each County Office of Emergency Management has a Local Emergency Planning Committee (LEPC) to foster public awareness of any hazard, and encourage public involvement in emergency planning, training, and exercise. The LEPC's partner with local, state and tribal governments, first responders and business and industry for planning, prevention, preparedness, response and recovery. In addition to the LEPC, each County Office of Emergency Management has an All-Hazard Mitigation Plan (AHMP) and Emergency Operations Plan (EOP).

The Region's Disasters

As noted in Chapter 2, the region is abundant with many natural features including mountains, prairies and valleys, rivers, lakes, and streams. The area is subject to natural disasters such as wildfires, landslides, windstorms, winter storms, excessive moisture, flooding, and dam failure. Threats of man-made hazards are also present, such as hazard-material spills, transportation (ground and air) accidents, amber alerts, cyber-attacks, civil unrest, and terrorism.

Existing challenges include the increasing number of oil and coal shipments through the region by truck and by rail, which has the potential to have a significant negative impact. A cyber-attack can jeopardize all citizens, public/private sectors, and infrastructure systems such as power. Boundary County borders Canada, which introduces additional threats such as drugs and arms trafficking, and terrorism.

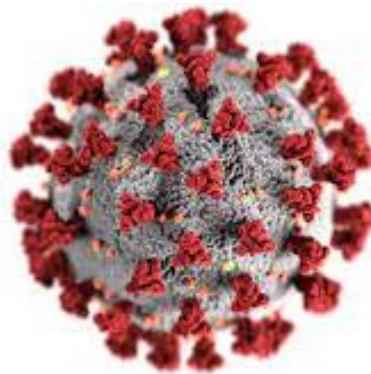
As 2020 began, COVID-19 emerged as a global pandemic, resulting in severe economic distress in communities across the US. This brought new challenges as there was little preparation on how to recover economically from a pandemic.

In 1987 a 100 square mile area of Shoshone County was designated as a National Superfund Site because of lead contaminated soils from mining activity. This was recently expanded to include the entire Coeur d'Alene Basin, which stretches from Mullan, a few miles from the Idaho-Montana border to the mouth of the Coeur d'Alene River in Kootenai County. The contaminated grounds make it difficult to sell property without assurances that there has been remediation. The Panhandle Health District manages the Institutional Controls Program (ICP), which is "a locally-enforced set of rules and regulations designed to ensure the integrity of clean soil and other protective barriers placed over contaminants left throughout the Bunker Hill Superfund site". (<http://www.phd1.idaho.gov/institutional/institutionalindex.cfm>) Excessive moisture and flooding will carry contaminants, resulting in re-contamination of areas considered "clean" by the Superfund clean-up efforts.

Disaster Planning for Economic Recovery

Each of the five Offices of Emergency Management in the region are well versed in planning for natural and man-made hazards, and each have a hazard mitigation plan. In addition, each office has an Emergency Operations Plan in the event of an emergency, and cross jurisdictional boundaries when the assistance is needed. With the assistance of a Regional Economic Recovery Team that includes the Idaho Office of Emergency Management, economic recovery planning is currently underway to address the pandemic.

The success of any recovery effort is dependent on all stakeholders. Preparation for individuals and families is critical not only to reduce stress factors, but also to improve their ability to undertake their own recovery. Establishing public confidence immediately after the disaster is a critical role of the business community. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base.¹ When local leadership and the business community work together on recovery planning, the public is more likely to be optimistic about the community's ability to recover post-disaster.² Through each County's EOP there is a framework in place for roles and responsibilities of local, state, Tribal and federal governments for pre- and post-disasters. A gap that needs to be filled is identification of private sector business and industry that could support recovery efforts.



Economic Development District Role

As the Region I Economic Development District of Idaho, PAC can assist municipalities in Pre-Disaster, Event Response, and Post Disaster Roles. Recent work with the Economic Development Districts of Idaho, PAC will be using the following Communication Strategy as a guide to coordinate and collaborate with state and local governments, Tribal Nations, Private Industry, and the public. The chart on the following page identifies the possible roles of federal agencies, statewide organizations and agencies, regional organizations and agencies, and local stakeholders.

¹ *National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation*, FEMA, September 2011.

² *Ibid.*

GROUP	PRE-DISASTER (PLANNING, PREPARATION, MITIGATION)	EVENT (RESPONSE)	POST-DISASTER (RECOVERY, RESILIENCY)
FEDERAL AGENCIES	<ul style="list-style-type: none"> • Request funding; fulfill reporting requirements • Data/information sharing • Relationship building 	<ul style="list-style-type: none"> • Increased communication: identify regional needs and gaps • Monitor for federal announcements and resources 	<ul style="list-style-type: none"> • Fulfill reporting requirements • Communicate ongoing needs • Data/information sharing
STATEWIDE ORGANIZATIONS AND AGENCIES	<ul style="list-style-type: none"> • Request funding; fulfill reporting requirements • Data/information sharing • Relationship building • Maintain up-to-date state CEDS 	<ul style="list-style-type: none"> • Increased communication: identify regional needs and gaps • Monitor for state announcements and resources • Identify opportunities for short-term response activity collaboration 	<ul style="list-style-type: none"> • Fulfill reporting requirements • Communicate ongoing needs • Data/information sharing • Identify long-term areas of collaboration (services, programs, funding)
REGIONAL ORGANIZATIONS AND AGENCIES	<ul style="list-style-type: none"> • Data/information sharing • Ongoing economic development and planning activities • Monitor for signs of economic stress • Regular cross-functional response team meetings • Relationship building • Maintain up-to-date regional CEDS 	<ul style="list-style-type: none"> • Cross-functional team takes the lead in coordinating and disseminating information • Frequent, consistent messaging and outreach to local stakeholders • Develop short-term response activities and opportunities for collaboration 	<ul style="list-style-type: none"> • Conduct impact assessments to identify ongoing needs • Lead a post-event review • Data/information sharing; monitor trends • Adapt planning and response strategies • Adjust program, service, and funding opportunities • Identify long-term areas of collaboration
LOCAL STAKEHOLDERS	<ul style="list-style-type: none"> • Data/information sharing • Regular cross-functional response team meetings • Relationship building • Coordinate emergency management and other planning efforts with economic development planning • Engagement and communication with business community 	<ul style="list-style-type: none"> • Participation in cross-functional response team activities • Frequent, consistent messaging and outreach to stakeholders • Develop short-term response activities and opportunities for collaboration • Create pathways for information gathering from stakeholders 	<ul style="list-style-type: none"> • Provide impact assessments to identify ongoing needs • Monitor data trends • Participation in post-event review • Adjust program, service, and funding opportunities • Identify new areas of collaboration

Chapter 4 – SWOT and The Region’s Pathways

SWOT Analysis

Leading to the Region’s Pathways was an in-depth look at the strengths, weaknesses, opportunities, and threats (SWOT). Approximately 200 people representing small businesses, tribes, municipalities, community organizations and the public generated over 500 individual written comments in a community survey that became part of the analysis. Regional stakeholders and the CEDS Committee refined the SWOT, which was used as a foundation for the development of the strategies and action plan.

Committee participants identified the strengths, weaknesses, opportunities, and threats in the areas of Talent/Workforce, Infrastructure, Civic Leadership, Business and Industry, and Quality of Life and Place. Common themes were identified within each category, which aligned with the Goals and Objectives.

Notable Strengths: strong health care systems and outdoor recreation

Prominent Weaknesses: low wages, lack of a diverse housing stock and broadband accessibility and affordability

Opportunities to Impact Positive Economic Growth: increase broadband/connectivity and mentoring/coach youth, plus including youth in community and economic development planning activities

Critical Threats: lack of affordable housing/housing stock and a high percentage of service sector jobs vs a low percentage of living wage jobs

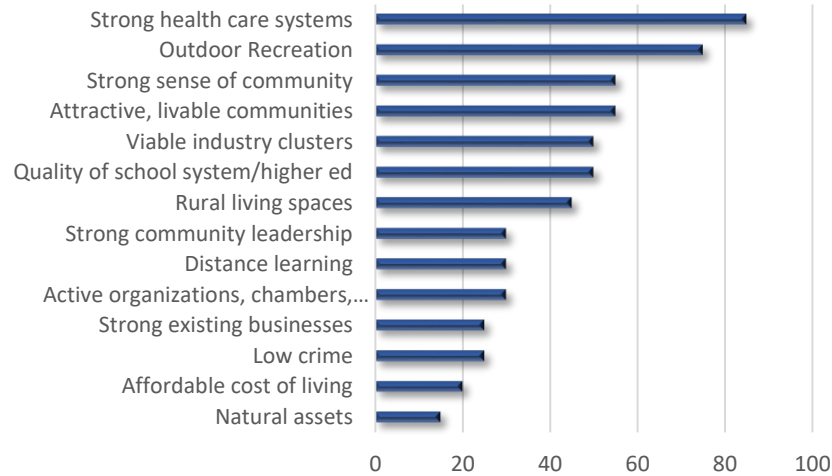
Using the Opportunities as a guide, critical success factors were considered with development of strategies.

A star (★) on the following SWOT Table signifies specific strategies developed by the Committee.

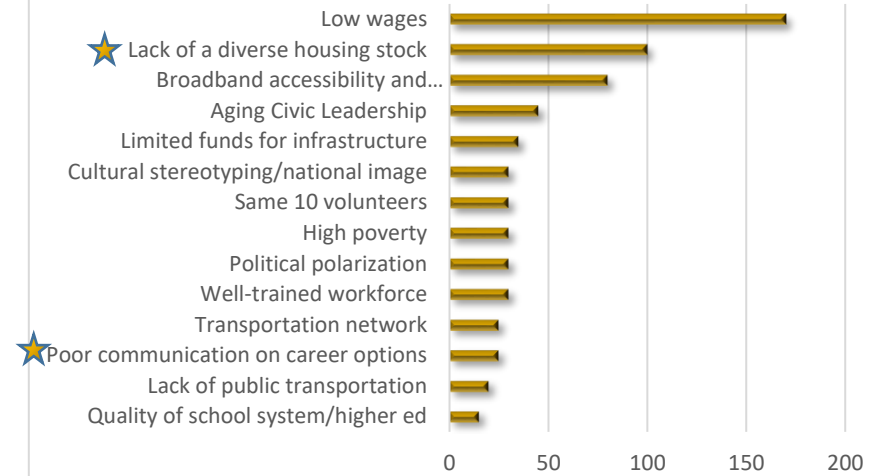


CEDS Committee developing strategies from SWOT. June 2019

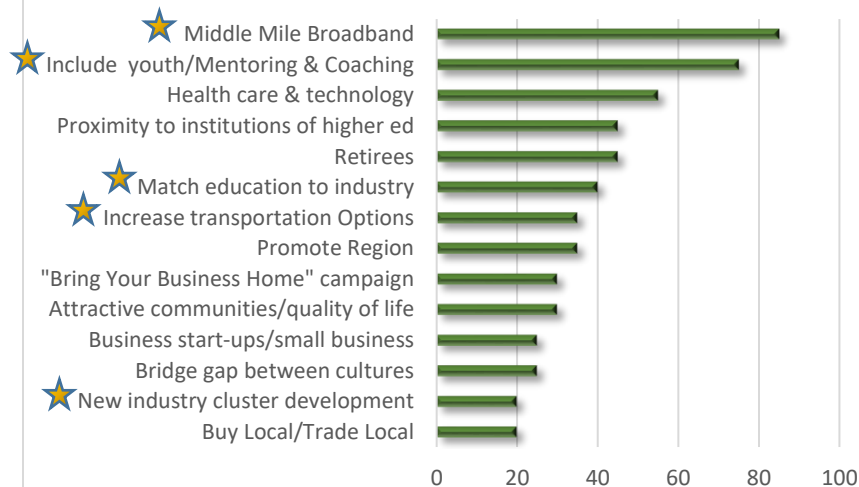
Top Strengths



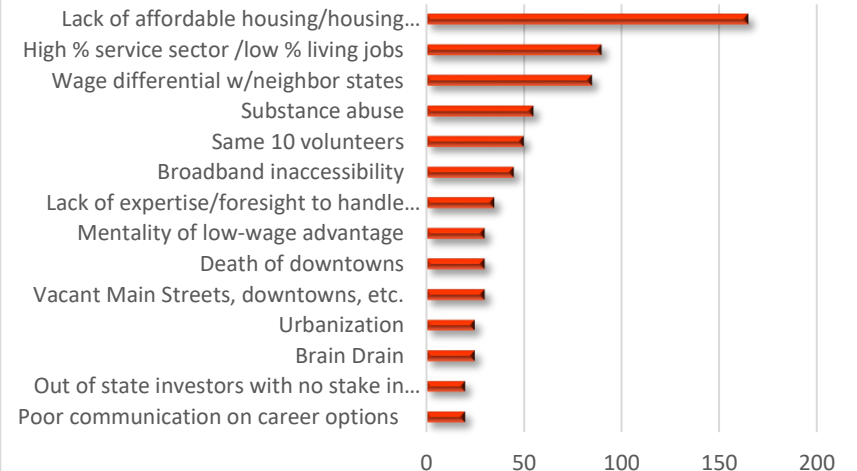
Top Weaknesses



Top Opportunities



Top Threats

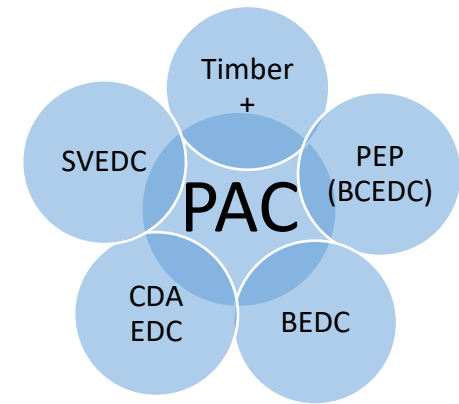


The Power of We

Within the Region 1 of Idaho, Panhandle Area Council's Economic Development District also includes an Economic Development Corporation (EDC) in each County:

- Benewah: Greater St. Joe Development Foundation (aka Timber Plus)
- Bonner: Bonner County Economic Development Corporation (BCEDC) dba Pend Oreille Economic Partnership (PEP)
- Boundary: Boundary County Development Council (BEDC)
- Kootenai: Coeur d'Alene Area Economic Development Corporation (CdA EDC, aka Jobs Plus)
- Shoshone: Silver Valley Economic Development Corporation (SVEDC)

Each of these organizations have their own visions and missions to further economic development. As the regional planning district, PAC embraces each of the EDC's and serves in the capacity of coordinator for economic development matters or projects on the regional level. As a flower grows, so does the **POWER OF WE** for comprehensive regional economic development.



Regions Pathways

PAC shares the vision and similar goals as the other five organized Economic Development Districts in the State of Idaho. As a unit, the districts celebrate each region individually, and the State of Idaho as a whole, collaborating on accelerating economic development and diversification. The goals support progress in education, transportation, entrepreneurial resources, and community infrastructure which provides beneficial results for three Pathways: Elevate Industry, Advance Individuals, and Strengthen Communities.

Vision

Promote the continued prosperity, progress, and productivity of north Idaho by creating thriving, connected, sustainable and evolving people, communities, and economies.

The Region's Pathways are categorized into three broad goals—**Elevate Industry**, **Advance Individuals** and **Strengthen Communities**. Each are entwined with each other, following a course of process of change to assist in strengthening the region's economy. Within each are two objectives that align with local areas of economic development focus. The objectives include *Economic Empowerment, Entrepreneurship, Education and Workforce; Power of the People, Healthy Community; and Infrastructure*. Strategies for each of the goals and objectives on the following pages offer coordination of regional resources to achieve the greatest impact.

Elevate Industry Goal
<p><i>Energize existing industries, empower business opportunities, and invigorate innovation and research for thriving industries that are diverse, sustainable, geographically dispersed and globally competitive.</i></p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. <i>Economic Empowerment:</i> An ever-changing economic climate demands the discovery of new ways of combining resources. 2. <i>Entrepreneurship:</i> A comprehensive entrepreneurial environment must be established to create, develop, and implement ideas.

Advance Individuals Goal
<p><i>Engineer talent pipelines, cultivate K-through-career, and expand high quality jobs to enable people to lead productive, prosperous, and meaningful lives.</i></p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. <i>Education and Workforce:</i> Lifelong learning is recognized as critical to advancing individuals. 2. <i>Power of the People:</i> Fostering a culture that enables people to lead productive, prosperous, and meaningful lives.

Strengthen Communities Goal
<p><i>Inspire community vitality, develop infrastructure solutions, and galvanize regional collaboration thereby enhancing our communities' unique characteristics, strengths, and assets to improve economic competitiveness.</i></p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. <i>Infrastructure</i> Livable communities provide service options and support infrastructure to contribute to economic vitality. 2. <i>Healthy Community:</i> Economic opportunities are enhanced when health care and public health practices address community needs.



GOAL: ELEVATE INDUSTRY — Energize existing industries, empower business opportunities, and invigorate innovation and research for thriving industries that are diverse, sustainable, geographically dispersed and globally competitive.

Economic Empowerment Objective:

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

Strategies	Tasks
On a quarterly basis, the Region will convene economic development representatives from each county to discuss regional strategies and improve collaboration.	Hold a regional meeting after the quarterly Inland Northwest Partners Meeting.
By 2025 the Region will identify new and developing cluster needs, opportunities, and obstacles.	<ol style="list-style-type: none"> 1. Identify appropriate support cast, including Idaho Department of Labor, North Idaho College Workforce Development, Panhandle Area Council & County EDC's. 2. Identify gaps of local employers and representatives of industry. 3. Send invites to identified cluster businesses, for an exercise to identify needs, opportunities, and obstacles (SWOT). 4. Utilize PAC and County EDCs to promote business, entrepreneurship, and workforce.
By 2023 the Region will have a system in place supporting collaborative relationships with local trade and businesses, strengthening industry clusters. <div>TPM INITIATED IN 2022 – TO BE CONTINUED IN 2023</div>	<ol style="list-style-type: none"> 1. Identify from a master business/cluster list. 2. Send invites to identified cluster businesses. 3. Create a collaborative business/sector database supporting clusters. 4. Quarterly reporting regarding the collaboration.
By 2024 the Region will expand economic forums to help grow local businesses.	<ol style="list-style-type: none"> 1. Discover and project emerging clusters to assist identifying a needs forum. 2. Complete outreach efforts to identify interest in a forum. 3. Collaborate with interested parties in completing a needed/desired forum.

Entrepreneurship Objective:

A comprehensive entrepreneurial environment must be established to create, develop and implement ideas

Strategies	Tasks
By 2025 the Region will promote entrepreneurial business start-up development and second stage business growth. <div>STRATEGY IS FACILITATED BY SBDC</div>	<ol style="list-style-type: none"> 1. Identify existing businesses. 2. Identify seed capital sources, tax incentives and other financial resources such as Angel funding, Venture Capital. 3. Identify educational and training programs, and personal and business growth strategies to keep entrepreneurs and business owners.



GOAL: Advance Individuals — Engineer talent pipelines, cultivate K-through-career, and expand high quality jobs to enable people to lead productive, prosperous, and meaningful lives.

Education and Workforce Objective:

Lifelong learning is recognized as critical to advancing individuals

Strategies	Tasks
<p>By 2023 the Region will have collaboration between industry and education to develop a workforce prepared for local jobs.</p> <div>TPM / RED TEAM</div>	<ol style="list-style-type: none"> 1. Hold an awareness campaign to provide tools, resources, and opportunities on career options of vocational, professional, non-traditional and 4-year. 2. Create a “map” to target markets, including employers, counselors, students, parents, and educational institutions.
<p>By 2025 the Region will have support for diversity of relevant lifelong learning opportunities throughout the region.</p>	<ol style="list-style-type: none"> 1. Promote existing initiatives/programs at an accessible location to all.

Power of the People Objective:

Fostering a culture that enables people to lead productive, prosperous and meaningful lives

Strategies	Tasks
<p>By 2021 the Region will ensure higher education is aware of industry needs.</p> <div>ONGOING ACTIVITY BY ALL EDCs</div>	<ol style="list-style-type: none"> 1. Develop a database on existing information resources, both inside and out of the region for opportunities. 2. Use messaging through social media, press, events, and K-Gray on availability of resources, career advancement and training, and internships/mentorships.
<p>By 2024 the Region will investigate opportunities to engage growing retirement population in community development and education.</p>	<ol style="list-style-type: none"> 1. CDA EDC develop forum action plan and presentation for retirees and employers to learn the benefits of experienced/seasoned/senior levels and share with County EDC's. 2. Hold a forum for retirees to get engaged and recharge.
<p>By 2025 the Region will strengthen civics engagement in schools.</p>	<ol style="list-style-type: none"> 1. Provide opportunities for students to engage in civic activities.



GOAL: Strengthen Communities— Inspire community vitality, develop infrastructure solutions, and galvanize regional collaboration thereby enhancing our communities' unique characteristics, strengths and assets to improve economic competitiveness.

Infrastructure Objective:

Livable communities provide service options and support infrastructure to contribute to economic vitality

Strategies	Tasks
Ongoing, the Region will include economic resiliency in disaster recovery. (See Chapter 3 for more information)	1. Work with North Idaho Emergency Managers group to identify economic impacts of transfer payments.
By 2022 the Region will encourage communities to identify housing needs and solutions. <div>REGIONAL HOUSING FORUM HELD BY PAC MAY 2022.</div>	1. Develop and a regional housing forum. 2. Encourage communities to develop a housing needs assessment. 3. Encourage a variety of housing types through zoning. 4. Develop communication plans with developers to provide a variety of housing options.
By 2024 the Region will optimize access of high-speed internet.	1. Educate and recruit partners, pursue resources together and innovate solutions. 2. Pursue grant opportunities to expand infrastructure.
By 2025 the Region will optimize transportation systems for easier access to jobs, shopping, services & recreation.	1. Support development of multi-modal communities. 2. Promote, expand walk paths, trail networks, bike lanes. 3. Interface with ITD and KMPO groups. 4. Develop a partnership with transport/economic development agencies/businesses. 5. Identify strategic infrastructure needs. 6. Promote carpool, van pool, bike share. 7. Work with the business community to assist in and/or promote the use of carpool, van pool, bike sharing, and support trail development.
By 2023 the Region will identify strategic infrastructure and investment needs for the airport, rail, and highway systems.	1. Develop partnerships between transportation networks and economic development agencies/businesses. 2. Work with each airport, highway district and rail to identify economic development related needs. 3. Interface with county designated transportation groups.

Healthy Community Objective: <i>Economic opportunities are enhanced when health care and public health practices address community needs.</i>	
Strategies	Tasks
<p>By 2020 the Region will have resource guides on crisis centers, mental health clinics, community centers and social services.</p> <div> COMPLETED: Suicide Prevention – Panhandle Health District </div>	<p>1. Identify local agencies within communities to create a resource list.</p>
<p>By 2024 the Region will support initiatives and projects that help people remain active and engaged throughout their lives regardless of age and income levels.</p>	<p>1. Identify groups that provide opportunities and services. 2. Work with the identified groups to provide opportunities.</p>

Chapter 5 – Action Plan (2023)

The following Action Plan was developed by the CEDS Committee in 2019 for the 2020-2025 document. Considered in the development and any revisions to the Action Plan are the SWOT, Barriers Inhibiting Economic Development Growth, and the Vision, Goals, Objectives, and Strategies. The following activities were evaluated and updated by the CEDS Executive Committee (Regional Economic Development Team) in September 2022 and January 2023.

Activity	Lead Coordinator	Timeframe	Dec. 2022 Status
Convene County economic development Executive Directors on a quarterly basis to discuss collaboration and partnerships in implementation of local and regional strategies.	PAC	Quarterly 2020-2025	Occurs quarterly
Collaborate with the North Idaho Emergency Managers on economic resiliency.	PAC	Annually 2020-2025	Challenging to meet with all due to staff shortage
Map existing cluster ecosystems and identify new and developing cluster needs, opportunities, and obstacles.	PAC/Elevate Industry Team/RED Team	2022	Completed by CdA EDC
Develop a framework for entrepreneurial business start-up development and second stage business growth.	PAC/Elevate Industry Team/RED Team	2023	Regional SBDC carries out this activity
Conduct an all-industry conference to discuss industry trends, education needs, how to maintain employees, HR trends and fiscal realities of the region.	PAC/Elevate Industry Team/RED Team	2022-2025	TPM currently handling
Develop a regional housing forum to collaborate on housing needs and solutions.	PAC/Strengthen Communities Team/RED Team	2022-2025	Completed May 2022
Develop database of information resources and use messaging with higher education to match education to industry needs	PAC/Advance Individuals Team/RED Team	2021-2023	TPM currently facilitating

Continued next page.

Activity	Lead Coordinator	Timeframe	Dec. 2022 Status
Research and develop a resource guide on regional crisis centers, mental health clinics, community centers and social services.	PAC/Strengthen Communities Team/RED Team	2020-2021	Panhandle Health District completed: Suicide Prevention – Panhandle Health District
Explore how to optimize transportation systems for easier access to jobs, shopping, services, and recreation	PAC/Strengthen Communities Team/RED Team	2020-2025	In process by local county transportation boards
Identify tools, resources, and opportunities on career options to develop a workforce prepared for local jobs.	PAC/Advance Individuals Team/RED Team	2023	TPM facilitating with RED Team

Chapter 6 – Performance Measures

PAC will ensure the progress of this CEDS is efficiently monitored and evaluated. The primary goal of the performance measures is to oversee the Goals, Objectives, Strategies and Action Plan to ensure regional advancement, as follows:

1. Monitor all action strategies on a quarterly basis:
 - a. Identify status of each initiative.
 - b. Report findings to PAC.
2. The CEDS Committee will meet quarterly, conducting a review of the findings to identify successes and barriers:
 - a. Identification of which initiatives were successfully implemented.
 - b. Provide status of long-term initiatives.
 - c. Identify and resolve any obstacles.
 - d. Recommend changes to enable continued progress.
3. The CEDS Committee will use the quarterly findings to examine progress of the longer-term strategies:
 - a. Has there been an increase in employment and investment?
 - b. Are economic development efforts more efficient?
 - c. Has the quality of life been enhanced and promoted?
 - d. Are the current and future workforce needs of businesses being met?
 - e. Are current and future infrastructure needs being addressed?
4. The Quarterly meeting of the CEDS Committee will review the progress of the Action Plan and make recommendations for changes.