

JUNE 2022



# RECOVERY AND RESILIENCY PLAN

Clearwater Economic Development Association

# ACKNOWLEDGMENTS

The Clearwater Economic Development Association's *Regional Economic Resiliency Team (RER Team)* was comprised of economic development professionals, local and regional Office of Emergency Management, local governments, healthcare providers, and nonprofits. The *RER Team* represents the economic and community interests of the five counties of the Clearwater Economic Development Planning District which encompasses the north central counties of Idaho - Clearwater, Idaho, Latah, Lewis, and Nez Perce.

The *RER Team's* role was the development of a recovery and resiliency plan in response to the economic injuries suffered in the region from COVID-19. The *RER Team* was guided by a collaborative approach to support economic priorities of the region and to develop a short and long-term economic plan focused on strengthening resiliency and hastening economic recovery.

Funding through the Economic Development Administration, planning and preparation by the Economic Development Districts of Idaho, and consultation services of TIP Strategy were integral to the development and implementation of this plan.

Clearwater Economic Development Association would like to thank the following individuals and organizations for their participation in this planning process as the *Regional Economic Resiliency Team*.

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# ECONOMIC RECOVERY AND RESILIENCY CONTEXT

## IMPORTANCE OF RECOVERY AND RESILIENCY PLANNING

Resilience is the ability of a region or community to anticipate, withstand, and recover from any type of shock, disruption, or stressor. These shocks can include natural disasters, hazards, and the impacts of a changing climate, but also man-made economic disruptions such as the closure of a region's large employer, the decline of an important industry, changes in the workforce, and shifts in population trends. The power of resiliency planning is that it focuses both on emergency response – how to deal with the immediate impact of a disruptive event – as well as how to prepare and organize in advance and rebuild afterwards with a coherent framework.

The Recovery and Resiliency Plan is needed as a basis to rely on in the event of economic distress during an economic crisis. The Recovery and Resiliency Plan can be used as a guide to build a better resilient economy so that recovery time and progress is an expedited deliverable, and/or the disaster is mitigated as a part of the resilience measures.

Through implementation of the Recovery and Resiliency Plan, Clearwater Economic Development Association (CEDA) and partners will have the tools to guide and the resources available to our region to execute an actionable plan of protection. The plan was created through collaborative meetings with the *Regional Economic Resilience Team (RER Team)*, which included county economic development organizations and professionals within the region, County Offices of Emergency Management, health, education, public and private health care providers, and the Small Business Development Center (SBDC). The primary purpose of this team was to help co-create the Recovery and Resiliency Plan. CEDA consulted with representatives from Clearwater, Idaho, Latah, Lewis, and Nez Perce counties to gather the plan criteria which was developed by the Economic Development Districts of Idaho (EDDI) and TIP Strategies.

It was important to develop a Recovery and Resiliency plan that integrates with the 2020-2025 Comprehensive Economic Development Strategies (CEDS). The planning process included monthly meetings beginning April 2021 through April 2022 and utilized emails as a communication tool between meetings. The *RER Team* began the planning process by reviewing relevant regional economic data, followed by a SWOT (Strength, Weakness, Opportunity, and Threats) analysis.

Based on those inputs the *RER Team* developed an economic recovery and resilience framework built around four distinct areas – economic resilience, workforce, leadership, and community wellbeing. Economic resilience goals include convening of a Regional Economic Resilience coalition to regularly review national, state, and regional economic data and trends and adjust recovery and resiliency plans as needed. Workforce strategies include addressing childcare and housing infrastructure; leadership activities focusing on increasing regional collaboration and partnerships; and community wellbeing will center on minimizing inequities and division among community members.

Progress for both short and long-term goals will be measured on metrics, data, partnerships, and the region's preparedness and response to future economic impacts.



## HISTORY OF RECENT EVENTS AND RESPONSES

Wildland fires and flooding are the two most common natural hazards leading to disasters in the north central Idaho counties of Clearwater, Idaho, Latah, Lewis, and Nez Perce. Impacted by drought conditions, wildland fires have destroyed over 350,000 acres of forests, agricultural, and grazing lands since 2017. Flooding caused by spring melt damages roads, farmlands, and structures in all five counties almost annually. The region has experienced damage from the 1980 Mt. Saint Helen's volcanic eruption, as well as loss of major employers and diminishing forestry industries such as logging, lumber mills, related truck driving, and forestry management.

None of the region's disasters have created economic injuries throughout the entire region such as the disruptive events of the COVID-19 pandemic. The counties had different occurrences caused by the pandemic and dealt with them differently, which led to different economic outcomes. The rate of infection varied within rural and population centers, rural residents lacked access to tele-healthcare, and supply chain disruptions impacted rural communities earlier.

Many of the responses were effective and can be used as a disaster response plan, however many of the reactions were ineffective and possibly harmful. The Regional Economic Resilience Team reviewed early regional pandemic government, nonprofit, human services, and industry responses to evaluate effective measures that can be implemented and responses that can be improved.

Lack of access to reliable and redundant broadband hampered those who had to work from home, students who had to learn from home, and healthcare providers assisting patients through online platforms. School and childcare closures placed extreme burden on parents, especially those deemed essential and who had to continue to work away from the home. In the summer of 2020, all five counties, the Port of Lewiston, and CEDA joined together to assess regional broadband availability and redundancy, review the Idaho Governor's Broadband Task Force recommendations, and consider short-and long-term actions needed to improve regional broadband access. These actions led to four fixed-wireless last mile projects, two each in Idaho and Lewis Counties. Two projects in development will address middle-mile service via dark fiber conduits through four of the five counties in the region. A consortium of government, economic developers, and service providers will apply for federal funding to complete middle-mile service between Idaho County and Adams County to the south. When completed, this project will provide the only north to south open fiber networks, creating the only in-state broadband connection running through the state.

Quick to address business disruptions were municipalities, area chambers of commerce, the Small Business Development Center, and trade associations. Assistance included small business loans, PPE distribution, and vaccine distribution. Unfortunately, many community events were cancelled, impacting service organizations, non-profits and supporting industries such as lodging, catering, and transportation. Some events were able to pivot to online platforms, but several may not recover or return due to loss of revenues.

An effective recovery plan with detailed communication efforts can improve responses to economic events and loss of revenue from cancellations of tourist events, such as the cancellation of the annual NAIA Baseball Tournaments in Lewiston or the Women with Bait Fishing Tournament in Riggins.

The *RER Team* believes we have yet to understand the pandemic's impact to our residents, especially the elderly and marginalized. Lack of direct mental and health services, food insecurity, and isolation impacts are still being recognized.

Through learning about our past responses, we see better strategies to help with economic shortfalls such as dealing with the supply chain disruption, access to healthcare and childcare, and fire mitigation for the protection and continuation of regional businesses and industries.

## ROLE IN ECONOMIC RECOVERY AND RESILIENCY

In the summer of 2020, the Economic Development Districts of Idaho (EDDI) pooled funding to create a standardized, yet customizable, framework for response, recovery, and resiliency. In assisting with this initiative, the economic development districts worked to strengthen local governments, economies, and communities through regional cooperation, comprehensive economic development strategies, and leveraging public/private resources.

In October 2020, EDDI engaged TIP Strategies (TIP) to assist efforts to create a recovery and resiliency framework. The EDDI's partnership with TIP, which is an economic development and strategic advisory firm with more than 20 years of experience, and an extensive portfolio of federally funded recovery work resulted in a better understanding of EDDs roles during the various stages of an economic disaster.

EDDI worked on the economic recovery and resiliency plans using a foundation of information sharing, a template, and guidance provided during train the trainer sessions. The data-driven economic recovery and resiliency plans will create implementable actions that can be applied to pandemic-related challenges in workforce training and job alignment, broadband, and access to affordable housing and childcare.

The plan template can be adapted to other efforts at the state, county, and municipal levels. Development of this plan was guided by a steering committee comprised of representatives from each of the five economic development districts, EDA, US Department of Agriculture Rural Development, Idaho Department of Labor, Idaho Office of Emergency Management, and Idaho Workforce Development Council.

The committee met monthly to focus on information sharing, especially COVID-19 economic response and recovery activities. The committee discussed an overview of data relevant to recovery and national best practices in recovery. The team also met with the National Association of Development Organizations (NADO) to discuss national best practices in economic recovery and CEDS development to align those practices with the initiatives.

With EDDI help, major themes were identified and relayed to the districts. Strategies to address urgent challenges affecting economic development, such as workforce development, affordable and accessible workforce housing, childcare, and broadband designated a high importance. A standardized economic recovery and resiliency plan which allowed for district-based customization and culture for further collaboration between districts was created.

The work of EDDI delivered the economic recovery and resiliency tools, customizable response framework, and plan template. EDDI helped with communication and engagement strategies through train the trainer sessions to equip steering committee members and their staff with the skills needed to implement their plans.

EDDI Economic Recovery and Resiliency plans define the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.

# DEMOGRAPHIC AND ECONOMIC DATA

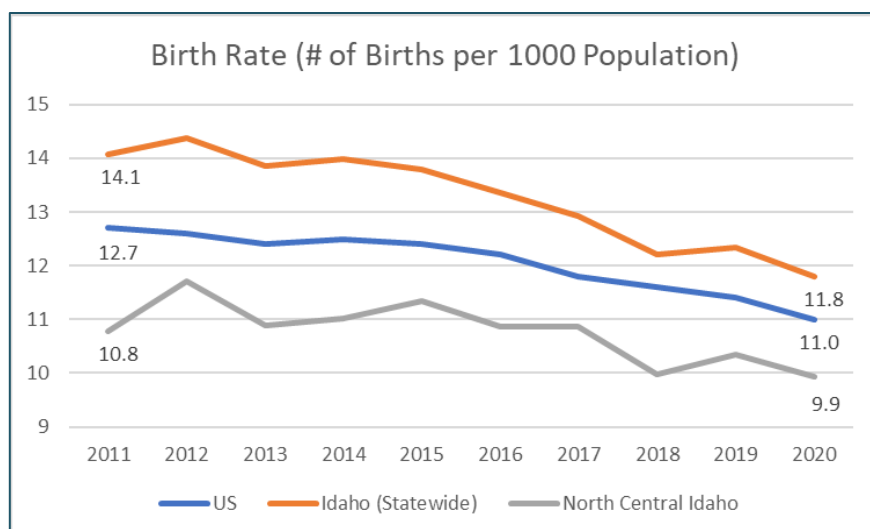
## POPULATION

From 2015-2019, north central Idaho realized a cumulative net domestic migration gain of 440 residents. In the single year between July 2020 – July 2021, the region realized a net domestic migration gain of 1,991 new residents, with all five counties showing population gains from migration. In 2021, Idaho was the fastest growing state in the nation; population growing at 2.9% with 93% of that growth driven by domestic migration inflows and the remaining 7% driven by natural population growth. The US experienced total population growth of +.1% - the lowest annual rate since our founding.

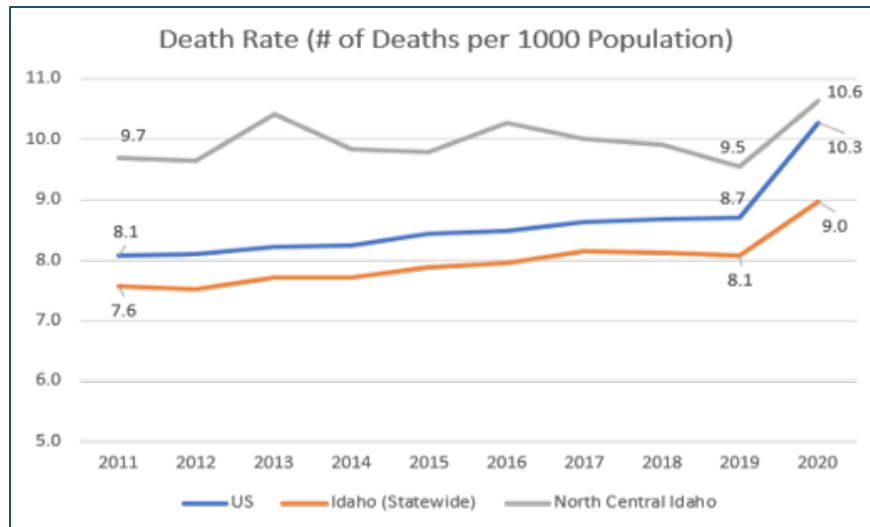
<i>Net Migration</i>	<b>Cumulative Net Migration</b>		<b>2020-2021 vs 2015-2019 Migration</b>		<b>Net Migration per 1000 Population</b>	
	2015-2019	2020-2021	Annual Average	% of 5-Year Total	2015-2019	2020-2021
<i>Historical Trends</i>						
Idaho State	97139	49289	2.5	51%	10.9	26.3
NC Idaho Region	440	1991	22.6	453%	0.8	17.9
Clearwater County	350	214	3.1	61%	8.0	24.3
Idaho County	171	562	16.4	329%	2.1	33.5
Latah County	1007	568	2.8	56%	5.0	14.2
Lewis County	-314	196			-16.4	54.1
Nez Perce County	-774	451			-3.8	10.7

Source: Idaho Department of Labor

North central Idaho birth rates are lower than state and national averages while regional death rates are higher than both the state and the nation.



North central Idaho birth rates are lower than state and national averages while regional death rates are higher than both the state and the nation.



Source: Idaho Department of Labor

The percentage of regional population over the age of 65 is higher than the state and national average. North central Idaho has three of Idaho's eight oldest counties by median age. Latah County is the only county in the region with a lower percentage of population over age 65 than national and state statistics. The high rate of seniors influences both industry and workforce demographics.

	Median Age			% of Population Over Age 65		
	2006-2010	2011-2015	2016-2020	2006-2010	2011-2015	2016-2020
<b>US</b>	37.3	38	38.7	12.9%	14.3%	16.2%
<b>Idaho</b>	35	36	37.1	12.1%	14.0%	16.0%
<b>NC Idaho</b>						
Clearwater County	48.5	50.4	51.1	21.3%	24.4%	27.6%
Idaho County	47.4	49.4	50.8	20.5%	23.7%	28.0%
Latah County	28.2	28.8	29.8	10.0%	11.4%	14.0%
Lewis County	47.9	48.5	48.9	22.2%	23.8%	26.2%
Nez Perce County	41	42.2	40.8	17.8%	19.0%	20.0%

Source: Idaho Department of Labor

## EDUCATIONAL ATTAINMENT

Educational attainment impacts economic resilience as people who attain higher education and/or have specialized skills are more likely to be employed and earn higher wages and less likely to primarily depend on public services. Regions that have educational opportunities can provide essential resources and training for residents preparing to join the workforce. In addition, if economic conditions change and the local employment sectors shift, educational opportunities can be an asset for the community by offering community members new or additional training.



North central Idaho is home to the University of Idaho, Lewis-Clark State College, and Workforce Training at LC State. This provides residents and industries a variety of educational and training programs that can respond to both long-term economic changes as well as immediate disaster-related responses to disasters and economic injuries.

The percent of people over the age of 25 with a high school diploma or a bachelor's degree affects the types of jobs accessible to the current population.

<b>Educational Attainment of North Central Idaho Population 25 Years and Older</b>						
	<b>Region</b>	<b>Clearwater County</b>	<b>Idaho County</b>	<b>Latah County</b>	<b>Lewis County</b>	<b>Nez Perce County</b>
<b>Less than 9<sup>th</sup> Grade</b>	1.2%	1.2%	1.0%	0.5%	2.3%	1.3%
<b>High school graduate (with equivalencies)</b>	21.2%	26.9%	26.0%	11.6%	19.8%	21.5%
<b>Some college, no degree</b>	19.2%	24.2%	18.5%	13.8%	21.4%	18.5%
<b>Associate's degree</b>	7.4%	7.2%	8.4%	4.5%	8.9%	7.9%
<b>Bachelor's degree</b>	11.4%	9.0%	11.9%	14.7%	9.5%	11.9%
<b>Graduate or professional degree</b>	5.7%	4.4%	4.4%	10.8%	4.1%	4.9%

Source: Idaho Department of Labor

## EMPLOYMENT

According to the Idaho Department of Labor, north central Idaho's economy traditionally relied on forest products and agricultural products, especially wheat and cattle. Its fast-growing manufacturing sectors now include ammunition, guns, jet boat, and equipment makers, as well as lumber and paper mills. The University of Idaho, Nez Perce Tribe, Forest Service, Lewis-Clark State College, and fish hatcheries are among the largest employers in the region.

The top three industry sectors that employed most of the region's population in 2020 were education, manufacturing, and health care. The top ten regional employers are University of Idaho, Federal Cartridge Company, Lewiston Independent School District, Schweitzer Engineering Laboratories, Gritman Medical Center, Regence BlueCross of Oregon/Idaho, Nez Perce Tribe, Lewis-Clark State College, and the US Department of Agriculture.

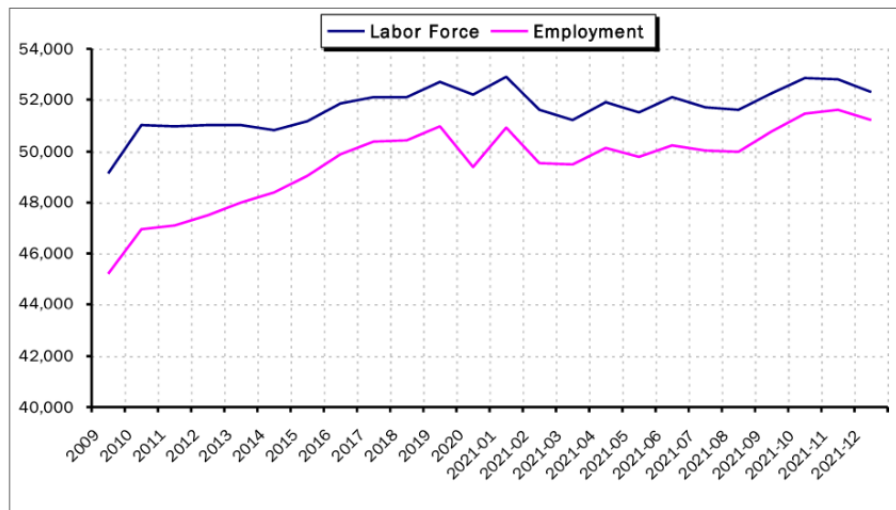
The COVID-19 pandemic impacted job losses as nonessential businesses had to close or adjust to alternative methods of operation, such as remote working and limited services. In March 2020, statewide estimates of job losses by industry indicated the highest impacted industries were in accommodations and food services (26% loss), arts/entertainment/recreation (18%), retail trade (13%), and healthcare/social services (12%). Least impacted

industries included utilities (1%), public administration (2%), management services (2%), finance and insurance (3%), and agriculture/forestry/fishing (3%).

Unemployment rates spiked to 4.7% (December 2020) when the COVID-19 pandemic hit but remained lower than the state and federal averages and is starting to return to pre-pandemic numbers (2.1% - December 2021).

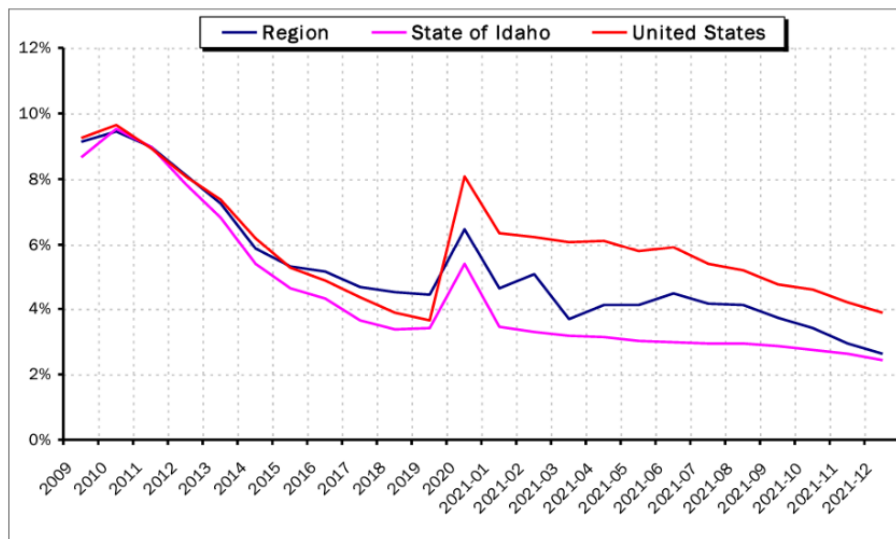
North central Idaho's labor force decreased by 1,274 between December 2020 and December 2021 while the number of employed increased by 134 workers. (See graphs below)

#### Seasonally-Adjusted Unemployment, 2009 – Current



Source: Idaho Department of Labor

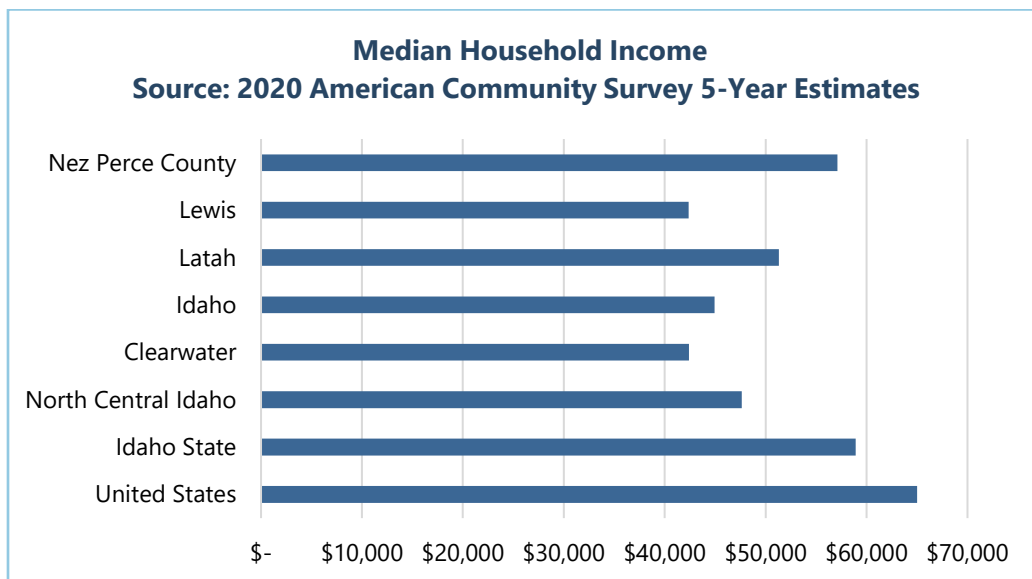
#### Seasonally-Adjusted Labor Seasonally Force and Employment, 2009 – Current



Source: Idaho Department of Labor

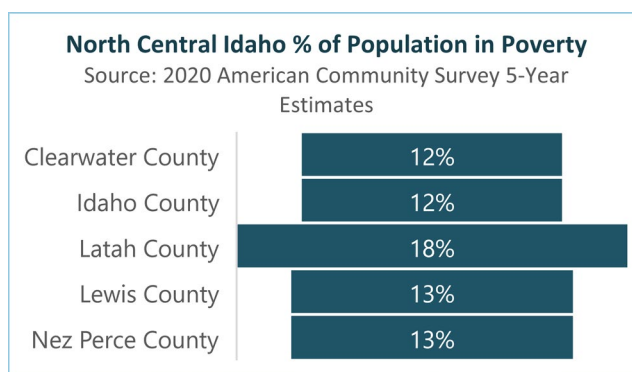
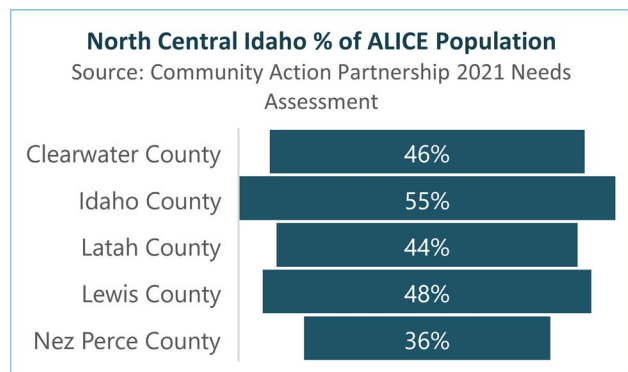
## INCOME

North Central Idaho's median household income is \$47,629, which is below the state of Idaho's median income of \$57,915 and the \$64,994 median income of the United States. The more populated counties of the region have higher median incomes.



Idaho's minimum wage is \$7.25 per hour. According to the Massachusetts Institute of Technology Department of Urban Studies and Planning, in the state of Idaho a living wage for one adult is \$16.16 per hour; one adult and one child is \$31.45; and, with two children the living wage increases to \$38.77 per hour.

As far as making a livable wage the Asset Limited Income Constrained Employed or (ALICE population) is an indicator of livable wages. According to Community Action Partnership's 2021 Community Needs Assessment (<https://www.uwnorthidaho.org/alice>), the Alice population is growing faster than the regional population in poverty. ALICE households earn too much to qualify as 'poor' but are still unable to make ends meet. They often work as cashiers, nursing assistants, office clerks, laborers, and security guards. These types of jobs are vital to the regional economy but do not provide adequate wages to cover the basics of housing, childcare, food, transportation, and healthcare.



## BUSINESSES

Business resilience is the capacity of an organization to quickly adapt to disruptions while maintaining continuous business operations and safeguarding people, assets, and overall brand equity. Business disaster recovery focuses on business continuity by developing post-disaster strategies to avoid vulnerabilities, costly downtime, and maintain business operations.

According to the Idaho Department of Commerce, by September 2021, 41% of Idaho's businesses reported that the pandemic had moderate negative effects on their business. About a quarter (23.4%) reported currently having decreased operating revenues/sales. Almost 90% of Idaho businesses do not require employees to have proof of vaccination, 89% do not require a negative COVID-19 test to return to work in person. Still, 35.1% report that they continue to experience domestic supplier delays and 45.7% report a moderate increase in prices paid for their businesses' goods and services. Against the 35.7% of businesses that believed it would only take 6 months, 23.9% of businesses believe it will take more than 6 months for businesses to return to their "normal" levels of operations.

The region's businesses range from non-employers to large scale employers. A non-employer is a small business that has no paid employees. While non-employers are most concentrated in industries like performing arts and passenger transportation, these businesses appear in every industry. Non-employer businesses comprise over 70% over the region's economy.

COUNTY	NONEMPLOYER ESTABLISHMENTS	EMPLOYER ESTABLISHMENTS	TOTAL EMPLOYMENT 2020
Clearwater	511	228	1,724
Idaho	1,306	502	3,585
Latah	2,695	955	9,394
Lewis	268	106	844
Nez Perce	2,115	1,135	16,755
Regionwide	6,895	2,926	32,302

Source: Idaho Department of Labor

## HOUSING

In the past ten-years incomes have increased in most areas of north central Idaho but buying power has been eroded by the combination of home price appreciation and a shortage of supply. The starkest issue is in Clearwater County which saw no income growth paired with a 55% increase in home values. Latah County saw the strongest growth in income but was still outpaced by home value growth (39% compared to 66%). Significant gaps also developed in Lewis, Idaho, and Nez Perce counties.

Four of the five CEDA District counties saw a triple-digit percentage increase in home sales prices over the past nine-years. Clearwater (+241%), Lewis (+147%), Idaho (103%), Nez Perce (+110%), and Latah (+78%). At the same time, the inventory of homes for sale increased in some places (Clearwater and Idaho counties), while significantly decreasing in Nez Perce County.

Within the CEDA District, 36,000 households classify as cost-burdened or severely cost-burdened. The proportions are evenly split between renters and homeowners (53% and 47%, respectively). Extremely low-income and very low-income renter households are highly concentrated in Latah and Nez Perce counties. The same is not the case of homeowners, who are just as concentrated in Idaho County as the two larger counties.

Forecasts indicate demand for new housing units between 2022 and 2032 will be 3,190. Some level of production will be required in each county, but given the aging population and reducing density levels in Clearwater and Lewis counties, demand for new units will be limited.

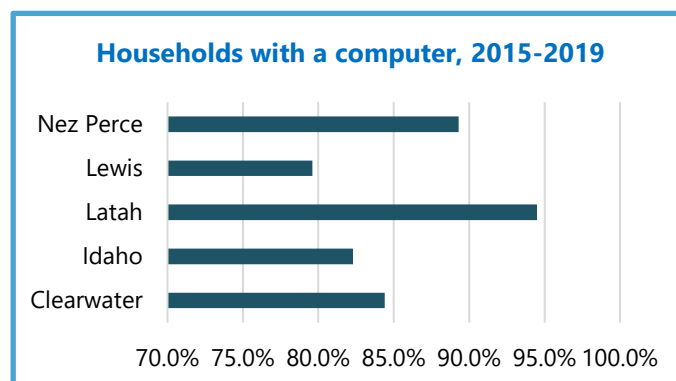
HOUSING UNITS	2022	2032	CAGR 10-YEAR	GROWTH	AVG. ANNUAL
Clearwater	4,660	4,736	0.08%	76	8
Idaho	8,882	9,282	0.30%	400	40
Latah	17,315	18,880	0.76%	1,565	157
Lewis	1,994	2,025	0.08%	32	3
Nez Perce	18,086	19,203	0.50%	1,117	112
Total	50,937	54,127	0.50%	3,190	319

Source: Points Consulting, 2022

## ACCESS TO RESOURCES

Access to public or private insurance, broadband internet, and measurements of food insecurity are indirect indicators of economic health. Gaps in access can impact the resiliency of the local economy and its people. Access to health insurance is associated with improved health outcomes and quality of life, which has an impact on the local workforce. Broadband has become increasingly important during the COVID-19 pandemic as school, work, healthcare, and retail services have shifted to more of an online model. Without sufficient access to broadband, community members might miss opportunities to engage with the local economy. Households that are food insecure do not consistently have enough food for an active, healthy life for all household members, which affects resiliency.

Broadband is a resource in which the region has experienced major service insufficiency. During the Covid-19 pandemic this resource turned out to be incredibly necessary as distance learning, remotizing work, and tele-healthcare occurred across the state. However, the issue of unavailability of broadband services, or extremely poor services available to our rural counties, impacted rural residents in many ways. Rural residents often traveled to public school parking lots and libraries to access broadband for remote learning and work.

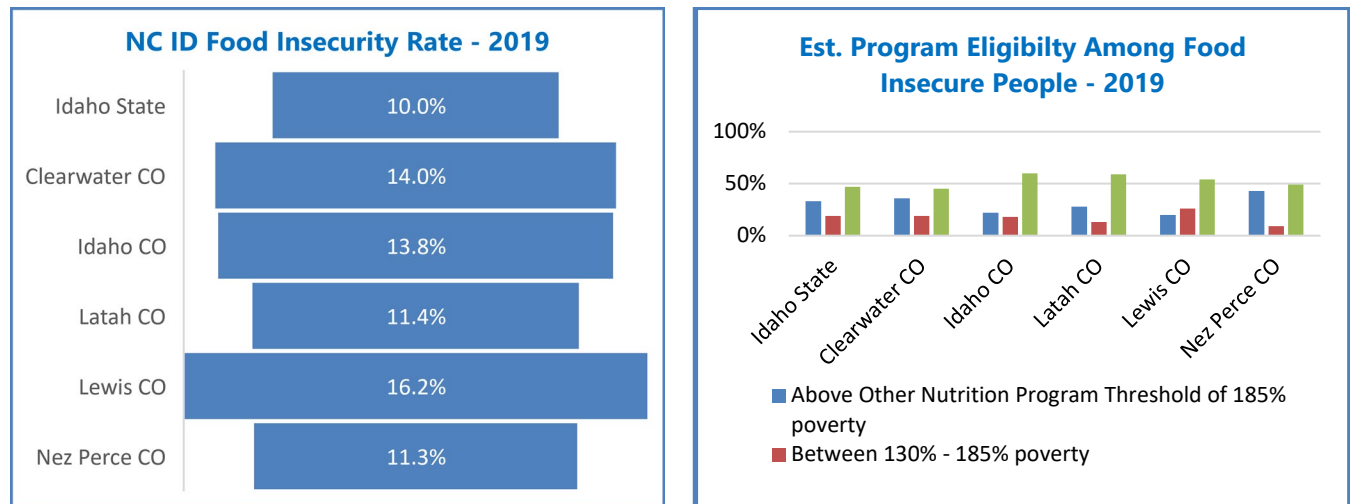


Source: American Community Survey



The closure of the senior meal centers and food distribution sites in the counties brought food insecurities to vulnerable populations; closure of schools impacted low-income students access to onsite meals.

Idaho Food Bank and area communities opened remote distribution centers, nonprofits collected for homebound and vulnerable populations, and churches offered weekly onsite/delivery meals for community members.



Source: Feeding America

Affordable housing is consistently a leading core challenge in our communities. Rising costs of rent and real estate coinciding with the economic impact of the pandemic have only exacerbated the issue. An Idaho full-time worker needs to earn \$17.36/hour to afford a two-bedroom unit. Stable, affordable housing reduces childhood poverty and creates economic mobility for area residents.

Nonprofits such as the United Way, Community Action Partnership, Idaho Food Bank, Interlink, Salvation Army, CHAZ Health Clinic, and the YWCA are ongoing resources for north central Idaho residents. The Lewiston Interagency is a consortium of human service organizations that work collectively to address immediate needs of the underserved in Lewiston, the region's population center. All have robust outreach networks and can reach both those they serve and partners that may be able to provide assistance.

# ASSESSMENT OF VULNERABILITIES AND RISKS

## EXISTING VULNERABILITIES OVERVIEW

Natural hazards, such as wildland fires, severe weather, landslides, and floods create the most disastrous incidents in north central Idaho. All of these can affect the ability to get and receive power, water systems, and allow for transportation. Economic vulnerabilities related to the retraction or loss of a major industry, such as logging, creates long-term impacts to workers and community members as employment opportunities are absent or limited.

The COVID-19 pandemic caused major economic disruptions to the region. Impacts included closure of nonessential businesses and childcare providers, supply chain interruptions, and mandated remote work and learning. Healthcare providers had to quickly adjust to telemedicine and changes to in-person care. Cost of living rates and pandemic shocks has contributed to an influx of people moving from larger cities to the state. This increase of people moving to Idaho, couple with slowed construction, lack of labor, increased cost of building materials, and current residents staying in their homes has created an unstable housing marketing throughout the state.

CEDA's *Regional Economic Resilience Team (RER Team)* and regional stakeholders involved in the development of the 2020-2025 Comprehensive Economic Development Strategies (CEDS) have identified significant regional economic vulnerabilities as inadequate broadband, workforce housing shortages, lack of childcare, fragility of supply chains, and incohesive leadership.

By identifying the greatest risks that might impact the local economy, the district is better able to identify priorities for action and investment and to develop contingency plans for response, recovery, and resiliency.

# PRIORITIES FOR ACTION AND INVESTMENT

## PRIORITIES

Based on review of the region's strengths and weaknesses and history of economic disruption the *RER Team* identified a framework of actions and investments that will build resiliency for north central Idaho communities, industries, and citizens through region-wide collaborative planning and implementation.

CEDA's Economic Recovery and Resiliency framework is based upon economic recovery, building workforce, nurturing leadership, and regional wellbeing.

## GOALS, STRATEGIES, AND ACTIONS

The district is part of an economic development ecosystem that includes federal and statewide partners, other districts, large and small businesses, nonprofits, educational institutions, economic development organizations, and community members. Due to the collaborative nature of the Economic Development Districts of Idaho (EDDI) work, the goals, strategies, and actions in the economic recovery and resiliency plan aligned with existing plans, initiatives, and partners to the greatest extent possible. Aligning efforts allows organizations to leverage staff and financial resources and facilitates information sharing.

THE DISASTER RECOVERY AND  
RESILIENCY GOALS ALIGN WITH THE 2020  
– 2025 PATHWAYS TO ACCELERATE  
NORTH CENTRAL IDAHO  
COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY

### GOAL 1. ECONOMIC RESILIENCY

The region can withstand, prevent, and quickly recover from shocks to its underlying economic base, such as the COVID-19 pandemic, by engaging in activities, programs, and steady-state and responsive initiatives.

#### STRATEGY 1.1

1. Plan and implement actions that facilitate economic recovery and resilience.

#### ACTIONS

1. Seat a Regional Economic and Recovery Council comprised of county/state emergency management coordinators, elected officials, industry representatives, economic/community developers, and others to assist in the development, implementation, and updating of the regional economic resiliency plan.
2. Complete a holistic analysis of COVID-19 pandemic economic impacts and responses, use the acquired knowledge to increase resilience to economic shock and disaster preparedness.

#### STRATEGY 1.2

1. Develop supply chain clusters to reduce costs to industries and create resilience against supply chain disruptions for one or more of the region's primary industries.

#### ACTIONS

1. Research and develop strategies that establish a more reliable and resilient supply chain supporting local and regional food production.

2. Complete a holistic analysis of COVID-19 pandemic economic impacts and responses, and use the acquired knowledge to increase resilience to economic shock and disaster preparedness.
3. Promote the region as a place where small businesses, entrepreneurs, and high-tech companies can start, build, and grow as part of supply chains for established and emerging businesses.

## GOAL 2. WORKFORCE

The region's workforce resiliency is strengthened by talent pipelines, needed infrastructure, and amenities that attract and retain skilled workers to meet the growing and changing needs of the area's businesses and industries.

### STRATEGY 2.1

1. Promote activities and organizations committed to creating diverse, affordable, and available workforce housing options in the region to attract and retain workers while stimulating the economy.

#### ACTIONS

1. Encourage new, existing, and creative development that expands house types to serve the region.
2. Work with regional partners and stakeholders to identify barriers to housing development and best practices to mitigate housing barriers.

### STRATEGY 2.2

1. Improve access to affordable, high quality, employer led childcare options to assist parents in joining the workforce.

#### ACTIONS

1. Develop a coalition to analyze regional barriers to accessible and affordable childcare and identify best practices in rural and urban areas.
2. Align partnerships to develop and implement a regional childcare initiative to address workforce shortages in the highest in-demand occupations in the region.

### STRATEGY 2.3

1. Strengthen employee retention and attraction through a regional workforce culture that is inclusive, current, and productive.

#### ACTIONS

1. Engage regional employers and employees in dialogues to identify changing workplace cultures, business and industry adaptability, and attraction/retention best practices.
2. Develop programs that assist businesses and industries to adapt to changing workforce culture resulting in reduced turnover and increased employee retention.

## GOAL 3. LEADERSHIP

The region's communities, organizations, and residents prosper through informed, fair, and engaged leadership.

### STRATEGY 3.1

1. Promote K-12 activities and organizations fostering respect, civic engagement, and leadership development and lead to pipelines of emerging community leaders.

#### ACTIONS

1. Identify current youth leadership programs and program participation rates in the region.
2. Develop strategies to support and enhance regional youth leadership activities.

### STRATEGY 3.2

1. Build regional collaborative partnerships that lead to building trust, knowledge sharing, collective problem solving, and cooperation.

#### ACTIONS

1. Develop leadership programs to connect young professionals to their community through topics such as government and infrastructure, economic development, local industries, and nonprofits.
2. Increase rural and private sector representation on CEDA's Economic and Community Development Council to increase knowledge and collaboration.

## GOAL 4. REGIONAL WELLBEING

The region's communities are healthy, diverse, and safe for residents, businesses, and visitors.

### STRATEGY 4.1

1. Raise awareness of the importance of community planning and development that ensures residents have adequate infrastructure, housing, job centers, and recreational choices that contribute to healthier, safer communities.

#### ACTIONS

2. Gather best practice examples of how local development plans can provide more opportunities to improve residents' health and wellbeing.
3. Assist communities access resources to support and/or create recreational options that serve all residents.

### STRATEGY 4.2

1. Diminish inequities and provide all residents with equal access to resources and opportunities.

#### ACTIONS

1. Encourage and engage nonprofit organizations, city/county/state governments and agencies, industry, and the private sector to review and revise inequitable policies, programs, and regulations that impact access to income, healthcare, housing, mobility, resources, and the ability to participate in the economy.



# IMPLEMENTATION

## IMPLEMENTATION STRATEGY

It is important to note that this is not a comprehensive list of regional economic resilience and vitality goals. The Clearwater Economic Development District Comprehensive Economic Development Strategy (CEDS) goals are designed around elevating industry, advancing individuals, and strengthening communities and align with the goals developed for this economic recovery and resilience plan.

Some implementation actions are deliberately vague as actions will be further defined as stakeholders and partners evaluate current economic inputs, roles and responsibilities, and available resources.

**GOAL 1. ECONOMIC RESILIENCY: The region can withstand, prevent, and quickly recover from shocks to its underlying economic base, such as the COVID-19 pandemic, by engaging in activities, programs, and steady-state and responsive initiatives.**

### Strategy 1.1: Plan and implement actions that facilitate economic recovery and resilience.

Actions	Lead Organizations	Potential Funding Resources	Timeline
Seat a Regional Economic Recovery Council comprised of county/state emergency coordinators, elected officials, industry, economic and community developers, and others as identified.	CEDA Idaho Office of Emergency Management	USDA IDOC EDA	Current - 10/1/2022
Convene the Regional Economic and Recovery Council quarterly.	CEDA	CEDA EDA	11/2022 - 3/2025
Complete a review of available post COVID-19 impact surveys, develop surveys based upon gaps in available data, deploy surveys via social media platforms, collect and analyze responses, present results to CEDA Regional Economic Recovery Council, CEDA Economic and Community Development Council, CEDA Board of Directors, regional economic and community development partners.	CEDA Regional Economic Recovery Council	CEDA EDA	11/2022 - 4/2023

Adjust economic recovery and resiliency plan as needed based upon data and survey results.	CEDA Regional Economic Recovery Council	CEDA EDA	Annually
<b>Strategy 1.2: Develop supply chain clusters to reduce costs to industries and create resilience against supply chain disruptions for one or more of the region's primary industries.</b>			
<b>Actions</b>	<b>Lead Organizations</b>	<b>Potential Funding Resources</b>	<b>Timeline</b>
Use completed review of available post COVID-19 impact surveys, develop a regional food producer survey, deploy via social media platforms and University of Idaho Extension, collect and analyze responses.	CEDA Regional Economic Recovery Council University of Idaho Extension Offices	USDA EDA Industry Partners	5/2023 - 8/2023
Research, develop strategies and implementation plans that establish a more reliable and resilient supply chain supporting local and regional food production, identify lead organizations for implementation.	CEDA Regional Economic Recovery Council University of Idaho Extension Offices Food Production Stakeholders	USDA University of Idaho Nonprofit/Civic Organizations Agriculture Cooperatives Private/Public Sector Consumers	9/2023 - 11/2023
Develop and execute a regional manufacturing supply chain survey via social media platforms and USPS, collect and analyze results.	CEDA Regional Economic Recovery Council NW Intermountain Manufacturers Association Inland Northwest Workforce Council	CEDA EDA NIMA	8/2023 - 11/2023

Research, develop strategies and implementation plans that establish a more reliable and resilient supply chain supporting the regional manufacturing industry.	CEDA Regional Economic Recovery Council Northwest Intermountain Manufacturers Association Inland Northwest Workforce Council	CEDA EDA NIMA	1/2024 - 3/2024
Develop and deploy a regional marketing campaign to promote the region as a place where small businesses, entrepreneurs, and high-tech companies can start, build, and grow as part of supply chains for established and emerging businesses.	CEDA Valley Vision EDC NW Intermountain Manufacturers Association	NIMA Valley Vision EDC Municipalities Private Sector Partners	5/2024 - 10/2024

**GOAL 2. WORKFORCE: The region's workforce resiliency is strengthened by talent pipelines, needed infrastructure, and amenities that attract and retain skilled workers to meet the growing need of the area's businesses and industries.**

**Strategy 2.1: Promote activities and organizations committed to creating diverse, affordable, and available workforce housing options in the region to attract and retain workers while stimulating the economy.**

Actions	Lead Organizations	Potential Funding Resources	Timeline
Encourage new, existing, and creative development that expands house types to serve the region.	Idaho Housing LEAP Municipalities	Idaho Housing Leap USDA	Current - ongoing
Work with regional partners and stakeholders to identify barriers to housing development and best practices to mitigate housing barriers.	CEDA Moscow Housing Trust Ida-Lew Economic Development Partners for Economic Prosperity Clearwater County Economic Development Municipalities	Idaho Housing USDA LEAP	10/2022 - 1/2023

**Strategy 2.2: Improve access to affordable, high quality, employer led childcare options to assist parents in joining the workforce.**

<b>Actions</b>	<b>Lead Organizations</b>	<b>Potential Funding Resources</b>	<b>Timeline</b>
Develop a coalition to analyze regional barriers to accessible and affordable childcare and identify best practices in rural and urban areas.	CEDA Inland NW Workforce Council Idaho Workforce Development Council Childcare Providers Idaho Starts	Innovia Foundation Idaho Workforce Development Council United Way Community Action Partnership	11/2022 - 1/2023
Align partnerships to develop and implement a regional childcare initiative to address workforce shortages in the highest in-demand occupations in the region.	CEDA Inland NW Workforce Council Idaho Workforce Development Council Childcare Providers Idaho Starts	Innovia Foundation Idaho Workforce Development Council United Way Community Action Partnership	2/2023 - 10/2023

**Strategy 2.3: Strengthen employee retention and attraction through a regional workforce culture that is inclusive, current, and productive.**

<b>Actions</b>	<b>Lead Organizations</b>	<b>Potential Funding Resources</b>	<b>Timeline</b>
Engage regional employers and employees in dialogues to identify changing workplace culture, business and industry adaptability, and attraction/retention best practices.	CEDA Inland NW Workforce Council Idaho Department of Labor Chambers of Commerce	Idaho Department of Labor Idaho Workforce Development Council	7/01/2022 - Ongoing
Develop programs that assist businesses and industries to adapt to changing workforce culture resulting in reduced turnover and increased employee retention.	CEDA Inland NW Workforce Council Chambers of Commerce	Idaho Workforce Development Council	1/2023 - 12/2023

**GOAL 3. LEADERSHIP:** The region's communities are healthy, diverse, and safe for residents, businesses, and visitors.

**Strategy 3.1: Promote K-12 activities and organizations fostering respect, civic engagement, and leadership development and lead to pipelines of emerging community leaders.**

Actions	Lead Organizations	Potential Funding Resources	Timeline
Identify current youth leadership programs and participation rates in the region.	CEDA Chambers of Commerce Fraternity Organizations Nonprofit Organizations	Innovia Foundation	10/2023 - 2/2024
Develop strategies to support and enhance regional youth leadership activities.	CEDA Chambers of Commerce Fraternity Organizations Nonprofit Organizations	USDA EDA Nonprofit Organizations	3/2024 - 8/2024

**Strategy 3.2: Build regional collaborative partnerships that lead to building trust, knowledge sharing, collective problem solving, and cooperation.**

Actions	Lead Organizations	Potential Funding Resources	Timeline
Develop leadership programs to connect young professionals to their community through topics such as government and infrastructure, economic development, local industries, and nonprofits.	CEDA Chambers of Commerce Nonprofit Organizations	Innovia Foundation Chambers of Commerce NADO	1/2024 - 6/2024
Increase rural and private sector representation on CEDA's Economic and Community Development Council to increase knowledge and collaboration.	CEDA	CEDA	8/2022 - Ongoing



**GOAL 4. REGIONAL WELLBEING:** The region's communities are healthy, diverse, and safe for residents, businesses, and visitors.

**Strategy 4.1: Raise awareness of the importance of community planning and development that ensures residents have adequate infrastructure, housing, job centers, and recreational choices that contribute to healthier, safer communities.**

Actions	Lead Organizations	Potential Funding Resources	Timeline
Gather best practice examples of how local development plans can provide more opportunities to improve residents' health and wellbeing.	CEDA Chambers of Commerce Social/Service Agencies	CEDA NADO Main Street Programs	6/2023 - 10/2023
Assist communities access resources to support and/or create recreational options that serve all residents.	CEDA Chambers of Commerce Social/Service Agencies Nonprofit Organizations	USDA EDA Nonprofit Organizations	3/2024 - 8/2024

**Strategy 4.2: Diminish inequities and provide all residents with equal access to resources and opportunities.**

Actions	Lead Organizations	Potential Funding Resources	Timeline
Encourage and engage nonprofit organizations, city/county/state governments and agencies, industry and the private sector, to review and revise inequitable policies, programs, and regulations that impact access to income, healthcare, housing, mobility, resources, and the ability to participate in the economy.	CEDA Chamber of Commerce Nonprofit Organizations	Innovia Foundation Chambers of Commerce NADO	1/2024 - 6/2024

# METRICS

## PERFORMANCE METRICS AND COMMUNITY INDICATORS

The action items in an implementation strategy should be tied to specific outcomes and performance metrics, which can be measured to indicate success. Metrics could be used to measure incremental progress over a long-term goal, such as year-by-year progress on a 5-year initiative, progress on a short-term goal, or to count the reach of an effort as measured by the number of public engagement meetings or attendees. Community indicators can be pulled from the data section of the economic recovery and resiliency strategy to measure trends over time.

### PERFORMANCE METRICS AND COMMUNITY INDICATORS

METRIC OR INDICATOR	CURRENT MEASURE	TREND (STEADY, (INCREASING, DECREASING)	RELATED GOAL	SOURCE
Metric 1: Regional Food Production	Zero meat-processing facilities in the region	Increasing	Goal 1	USDA, University of Idaho Extension, Idaho State Department of Agriculture
Metric 2: Regional Manufacturing	Current measure to be determined, such as number of manufacturers, GPD, increased employment	Increasing	Goal 1	ID Department of Labor, Idaho Manufacturing Alliance, Idaho Association of Commerce and Industry, Idaho Workforce Development Council, Idaho Department of Labor
Metric 3: Housing	55,227 Housing Units	Increasing	Goal 2	US Census Bureau, ACS 5-year average, 2020, Esri, Idaho Department of Labor, Zillow ZHFI
Metric 4: Business Development	Number of small businesses in the region	Increasing	Goal 1	Idaho Department of Labor

Metric 4: Workforce Participation	53,091 (May 2022)	Increasing	Goals 1, 2	Idaho Department of Labor, US Census Bureau, ACS 5-year average, 2020
Metric 5: Leadership	Number of civic/volunteers	Increasing	Goal 3	Leadership Program Participation Rates
Metric 6: Recreational Options	Current measures by municipality and county to be determined	Maintain/Increase	Goal 4	Idaho Parks and Recreation, Bureau of Land Management, Municipalities

# COMMUNICATION PLAN

## COMMUNICATION PLAN

CEDA's Economic Recovery Communication and Engagement Plan outlines specific actions that the *Regional Economic Resilience Team (RERT)* intend to take on to assist organizations in connecting with citizens. The Recovery and Resiliency Plan, along with the Communication and Engagement Plan, is subject to change, as it is a working document that will be updated with available current information.

During the COVID-19 Pandemic, the demand for communication sharing between citizens through the means of technology became clear, as well as having the ability to access information. Staff members of CEDA collaborated with EDDIS to develop a Disaster Communication Strategy consisting of three stages: Pre-Disaster (Planning, Preparation, Mitigation), Event (Response), and Post-Disaster (Recovery and Resiliency). Members of the *RER Team* each play an integral role in the stages of disaster communications.

CEDA and the *RER Team*, economic and industry partners, as well as county and city governments, maintain and utilize social media channels for regular and emergency communications. Currently, Facebook social media accounts have the highest usage rates and are most frequently utilized by the region's public entities, private entities, and community members. Through posting a basic message, as well as available resources and links that provide more detailed information, allows for massive public outreach throughout north central Idaho, as well as opportunities for information sharing and immediate response.

Guaranteeing local businesses, residents, and all citizens have availability and access to accurate information and guidance with supportive resources is the most important factor in disaster recovery. The resources on CEDA's website will continue to be actively maintained, ensuring accuracy of information and resources that are most up to date. The Recovery and Resiliency Plan will be posted on the website to allow for regular updates that are viewable to the public.

Collaboration has been at the forefront of the *RER Team* recovery and resiliency planning efforts. This will continue with information sharing in the Economic Recovery Communication and Engagement planning process. *RER Team* collaboration measures are outlined in the Disaster Communication and Engagement Plan.

Public engagement incorporates a variety of aspects of meaningful involvement measures to invite all community members to participate in important decisions, policies, programs, and services that will impact them. There are various ways in which public engagement can take place and various intended outcomes.

The intended outcomes of public engagement for the purpose of the Recovery and Resilience, Disaster Communication and Engagement Plan are:

- Heighten public awareness and education
- Enable exploration of new ideas and information
- Increase participation in the decision-making processes
- Change conflict into common ground and meaningful discussion

- Encourage the mobilization of collaborative efforts

Noted in the Recovery and Resilience Strategies are various surveys and distribution methods to help aid in performance metrics and determine if the implementation matrix needs to be adjusted. Outlined in the Disaster Communication and Engagement Plan is the Regional Economic Resilience Team's role when engaging with the public to ensure distribution to the region. These steps are:

1. CEDA/*RER Team* to issue press releases to major news outlets in district.
2. CEDA/*RER Team* to post links to the survey(s) on websites and social media accounts.
3. CEDA/*RER Team* to send links to municipalities in north central Idaho for distribution to businesses/public.
4. CEDA/*RER Team* to send links to Regional Economic Resilience Team members for posting on organizational social media accounts and to send to key stakeholders in the Region V area.

Designated CEDA and *RER Team* members will collect and analyze the data to make recommendations and needed adjustments to the Recovery and Resilience Plan.

LEAD	PRE-DISASTER	EVENT	POST-DISASTER
CEDA	<ul style="list-style-type: none"> <li>• Identify appropriate funding sources</li> <li>• Data and information sharing</li> <li>• House and distribute regional survey links as appropriate</li> <li>• Use best practices when sharing information on media platforms</li> <li>• Regularly monitor information and data sharing on website and social media platforms</li> <li>• Maintain a current online CEDS</li> <li>• Coordinate regular Economic Development and Resilience Council Meetings</li> <li>• Regularly attend OEM LEPC disaster preparedness meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Increase communication</li> <li>• Identify regional needs and gaps</li> <li>• Update social media to reflect regional needs</li> <li>• Monitor federal announcements and resources; share on social media</li> <li>• Monitor state announcements and resources; share on social media</li> <li>• Increase communication with the <i>RER Team</i></li> </ul>	<ul style="list-style-type: none"> <li>• House and distribute post-event regional survey links as appropriate</li> <li>• Communicate ongoing regional needs</li> <li>• Continued data and information sharing via social media and website</li> <li>• Identify long-term areas of collaboration for services and program funding</li> <li>• Increased and continued coordination of the <i>RER Team</i></li> </ul>



State and Regional Agencies and Organizations, Economic Development Organizations, Offices of Elected Officials	<ul style="list-style-type: none"> <li>• Data and information sharing</li> <li>• Build new relationships for resource development and sharing</li> <li>• Ongoing economic planning and development activities</li> <li>• Monitor for signs of economic stress</li> <li>• Regularly attend <i>RER Team</i> meetings</li> <li>• Regularly attend OEM LEPC disaster preparedness meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Increase communication response</li> <li>• Monitor state announcements and resources, share on social media</li> <li>• <i>RER Team</i> members lead information coordination and dissemination</li> <li>• Consistent messaging and outreach to the <i>RER Team</i> and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate ongoing needs</li> <li>• Data and information sharing continues</li> <li>• Adjust program services and funding opportunities</li> </ul>
Offices of Emergency Management	<ul style="list-style-type: none"> <li>• Guide community prevention strategies with current relevant information</li> </ul>	<ul style="list-style-type: none"> <li>• Inform public through coordinated messaging</li> <li>• Coordinate community wide response</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and guide community resilience</li> <li>• Maintain government continuity</li> </ul>
Health Centers, Educational Institutions, Nonprofits	<ul style="list-style-type: none"> <li>• Data and information sharing</li> <li>• Monitor for signs of economic distress; share and report information</li> <li>• Regularly attend <i>RER Team</i> meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Develop short-term response activities and opportunities for collaboration; share on social media with <i>RER Team</i></li> </ul>	<ul style="list-style-type: none"> <li>• Assist in conducting impact assessments to identify ongoing economic needs</li> <li>• <i>RER Team</i> coordinates post-event review meeting</li> <li>• Adopt recovery and resilience response strategies and actions</li> </ul>
Financial Institutions and Business Community	<ul style="list-style-type: none"> <li>• Data and information sharing</li> <li>• Engage with <i>RER Team</i> and OEM recovery and resiliency planning</li> <li>• Engage and communicate with local business communities</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent and consistent messaging and outreach</li> <li>• Develop pathways for information gathering by the community and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in conducting impact assessment to identify ongoing needs and information sharing</li> <li>• Monitor data trends</li> <li>• Participate in <i>RER Team</i> post review meeting</li> <li>• Adjust programs, services, and funding requirements per opportunities</li> </ul>

# DATA GUIDANCE SOURCES

Category	Topic	Measure	Geographic Availability							Demographic Availability				Data Source
			State	MPO Area	County	City/Town	Zip Code/ZCTA	Census Tract	Other	Breakdown by Race*	Breakdown Ethnicity*	Breakdown by Age	Breakdown by Gender	
Demographic and Community Characteristics	Population	Population estimates	+	+	+	+	-	-	-	+	+	+	+	US Census Bureau's Population Estimate Program (PEP)
		Components of population change	+	+	+	+	-	-	-	-	-	-	-	US Census Bureau's Population Estimate Program (PEP)
	Educational Attainment	25+ Years of age w/bachelor's degree or higher	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
		25+ Years of age w/high school diploma or GED	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
	Housing	Homeownership rate	+	+	+	+	+	+	+	+	+	+	-	US Census Bureau's American Community Survey (ACS)
		Housing vacancy rate	+	+	+	+	+	+	+	-	-	-	-	US Census Bureau's American Community Survey (ACS)
		Median home value	+	+	+	+	+	+	+	-	-	-	-	US Census Bureau's American Community Survey (ACS)
		Median monthly rent	+	+	+	+	+	+	+	-	-	-	-	US Census Bureau's American Community Survey (ACS)
		Percent of cost burdened households	+	+	+	+	+	+	+	-	-	-	-	US Census Bureau's American Community Survey (ACS)
		Eviction rate	+	-	+	+	-	+	-	+	+	-	-	Eviction Lab, Princeton University
	Access	% of population without health insurance	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
		Percentage of population without broadband	+	+	+	+	+	+	+	+	+	+	-	US Census Bureau's American Community Survey (ACS)
		Food insecurity rate	+	-	+	-	-	-	+	+	+	+	-	Feeding American Research, Map the Meal Gap Data
Economic Characteristics	Employment	Industry	+	+	+	-	-	-	-	-	-	-	-	US Bureau of Labor Statistics, Quarterly Census of Employment/Wages
		Major Employers	+	-	+	-	-	-	-	-	-	-	-	Idaho Department of Labor, Labor Market Information (LMI) Statistics
		Unemployment Rate	+	+	+	+	-	-	-	-	-	-	-	US Bureau of Labor Statistics, Local Area Unemployment Statistics
		Labor Force Participation Rate	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
		% of 16–24-year old's not in school or working	-	-	-	-	-	-	+	+	+	+	+	US Bureau of Labor Statistics, Summer Youth Labor Force
		Unemployment claims	+	+	+	-	-	-	-	-	-	+	+	Idaho Department of Labor
	Income	Median households' income	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
		Income distribution	+	+	+	+	+	+	+	+	+	+	+	US Census Bureau's American Community Survey (ACS)
		Livable wage	+	+	+	-	-	-	-	-	-	-	-	Living Wage Calculator, Massachusetts Institute of Technology
		Poverty share	+	-	+	+	-	-	+	+	+	+	-	United for Alice (Asset Limited, Income Constrained, Employed)
	Business	Establishments	+	+	-	-	-	-	-	-	-	-	-	US Bureau of Labor Statistics, Quarterly Census of Employment/Wages
		Long-term business closures	+	+	+	+	-	-	-	+	+	+	+	US Census Bureau's Annual Business Survey Program (ABS)

Source: TIP Strategies, Inc.