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WEST CENTRAL MOUNTAINS

IDAHO'S ADVENTURE CORRIDOR
ECONOMIC DEVELOPMENT STRATEGY

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LEGEND OF ACRONYMS

CIMBA	Central Idaho Mountain Bike Association
IMBA	International Mountain Bicycling Association
KWP	Kelly's Whitewater Park
PTAC	Procurement Technical Assistance Center
SBA	Small Business Association
STEM	Science, Technology, Engineering and Mathematics
TVT	Treasure Valley Transit
UI-MFC	University of Idaho McCall Field Campus
VCEDC	Valley County Economic Development Council
WCM	West Central Mountains



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EXECUTIVE SUMMARY

WHO WE ARE

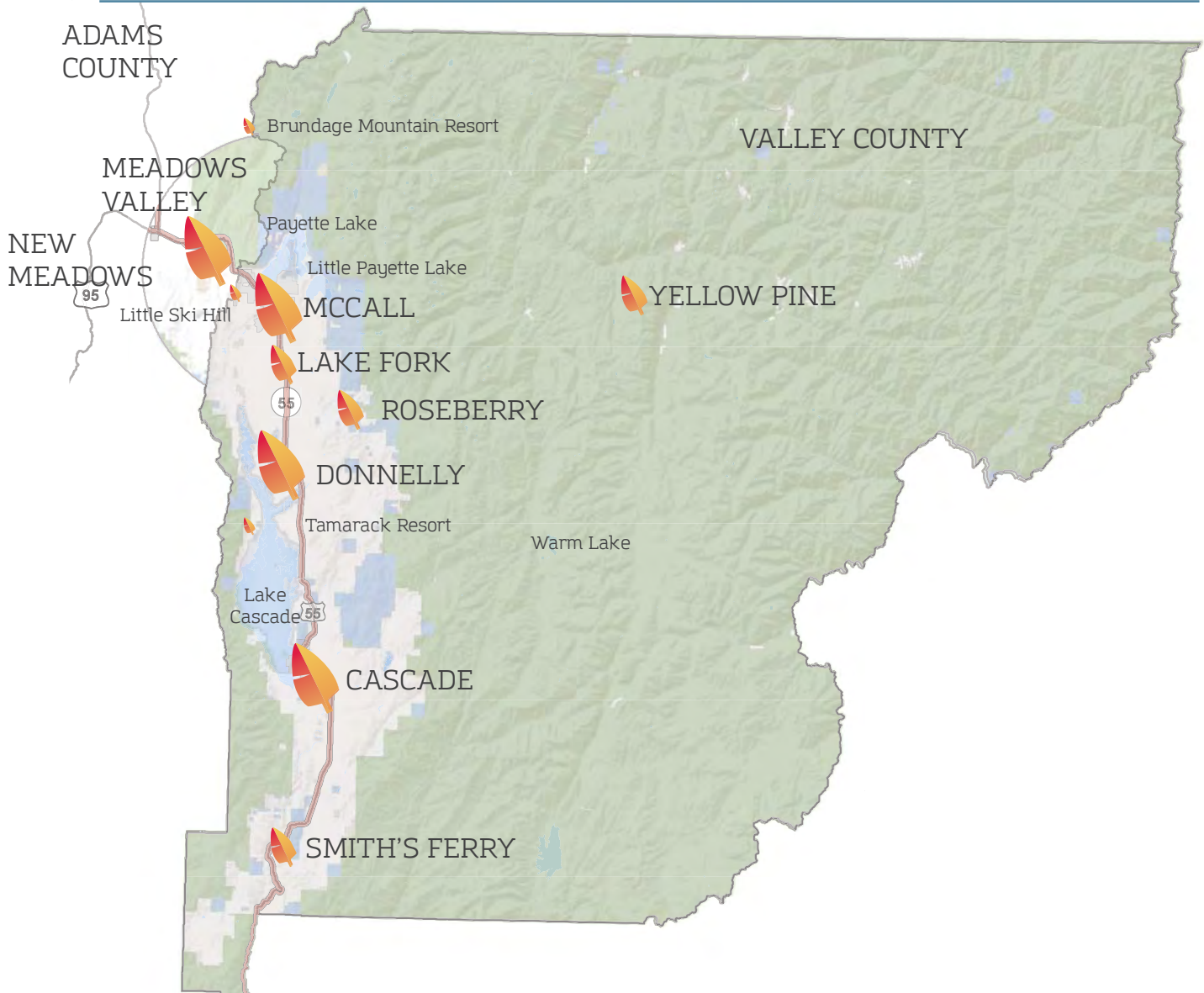
Our region is a collection of vibrant communities that are collaborating under a new vision for our future. “Valley County/Meadows Valley” is now termed “The West Central Mountains – Idaho’s Adventure Corridor”. We are a unique area with over 3 million acres and only 10,800 residents. Only 8% of the land is privately owned; the rest is public lands. The region is traversed by the Payette River National Scenic Byway, which is about 75 miles long. The West Central Mountains region encompasses valleys with scenic views of pine trees and quaking aspens, rivers, lakes, and pastoral meadows, all surrounded by high, rugged peaks. It is a recreational mecca for all, and is host to 15 youth camps such as YMCA, Boy Scouts, Girl Scouts, 4-H programs and church camps.

Cascade (el. 4760’) is the County Seat of Valley County. Cascade was founded on the logging, mining and agricultural industries and now is investing in the recreation sector to capitalize on world-class recreational amenities. Kelly’s Whitewater Park is a popular destination for those looking for fast whitewater kayaking and stand-up paddle boarding. They have hosted the Payette River Games for the past three years, bringing international media coverage to the area. This represents a true commitment for a town of only 939.

Cascade has remained true to its historical roots as the venue for the Valley County Fair and Rodeo. The town also features The Roxy, an historical theatre that, when it opened in 1939, was the most advanced theater in the northwest. It was rejuvenated in the 1980s, and again in May 2013. The theatre runs current release movies and provides a stage for concerts and plays. Another area highlight is the 40 sq. mile Lake Cascade, a favorite of fishing and boating enthusiasts. The dam, which was built in 1948, now supports power production for the area. Building on its history, the Thunder Mountain Railroad line still provides train rides in the summer from Smith’s Ferry



THE WEST CENTRAL MOUNTAINS REGION



to Cascade. A War Memorial is located at the Legion Hall and the town holds regular veterans functions. Cascade boasts eight churches within the city limits; these churches offer Soup 'n Scripture (lunch) to the Junior High and High School students. It is popular with the youth, where approximately 106 of the 143 students attend weekly.

Seventeen miles north is Donnelly (e.l. 4871'). Donnelly is the "Crossroads to Recreation".

This town of 152 residents hosts the annual Huckleberry Festival, where the town is decked out in purple in honor of the popular berry abundant throughout the region. As a community central to Valley County, it provides access to the northern end of Lake Cascade and entry into Tamarack Resort, a four-season ski resort. Just east of Donnelly is Historic Roseberry, home of the Valley County Museum. Donnelly has a number of artisan shops such as the Hat Shop, which is located in the old bank that was moved

from Roseberry when the railroad came through town. The Donnelly area also is home to the charming Gold Fork Hot Springs, a developed hot springs tucked away off the beaten path into the forest.

Eleven miles north is McCall (el. 5028'), the largest city in the region, with a population of 2,991. Originally a logging community whose last sawmill closed in 1977, McCall is now an all-season tourist destination known for outdoor recreation; in fact, the town was just given a "Silver Ride" designation from the International Mountain Bicycling Association. A downtown ice rink is the base for the Idaho Junior Steelheads, a Western States Hockey League team. It is home to Winter Carnival, started in 1923, which features professional ice sculpting. In the early 19th century, the Statesman referred to McCall as a "pleasure resort;" tourism continued in the early 20th century. The arrival of the Railroad in 1914 secured McCall as a viable community and tourist destination. The beauty of McCall and Payette Lake drew attention from Hollywood in 1938 when it was selected as the filming location for the Academy Award-nominated Northwest Passage. McCall has a large public art collection and is home to an eclectic mix of artisans. McCall sits along the shores of Payette Lake with a depth of 392' and home to "Sharlie", The Twilight Dragon of Payette Lake. It is the name given to a reptile-like sea serpent much like the Loch Ness Monster that is believed by some to live in the deep alpine waters. McCall has produced eight Olympians and a U.S. astronaut.

Fifteen miles to the west is Meadows Valley (el. 3868'). Along the way is the Little Ski Hill, where youth learn to ski at affordable rates through community supported programs. The hill once had a 60 meter Nordic ski jump and has served the area for over 75 years. Next along the route is the entrance to Brundage Mountain Ski Resort. Brundage was developed in 1961 by Norwegian Olympic skier Corey Engen and local land owner Warren Brown. The resort is a premier powder resort with the tagline "Best Snow in Idaho".





New Meadows (which sits within the greater area of Meadows Valley) is a rural town with a population of 496. "Idaho's Heartland", it is located just south of the 45th parallel at the junction of the only north-south highways in the state, U.S. Route 95, and State Highway 55, at the northernmost point of the scenic byway. The City of New Meadows hosts the last surviving Pacific and Idaho Northern Railroad Depot. The depot, built in 1910, was labeled "end of the line" and was a functioning facility until 1972. It is now used as the home of the Adams County Historical Society and holds many exhibits throughout the year. In 2005, it hosted the Smithsonian Institution traveling exhibition "Barn Again!". New Meadows has logging industry roots, hosts logging competitions every Labor Day, and the area is still home to Evergreen Forest Products. The community is creating a solid recreation base, with a golf course and numerous trails for motorized use, mountain biking and hiking; the area is connected to the 500 miles of snowmobile trails that span the region. It also is home to Zims Hot Springs, one of the many geothermal springs found in the area.

The West Central Mountains envisions a future where we honor our heritage while developing a resilient and diverse economy, with inclusive and engaged citizenry dedicated to preserving our unique landscape and strong sense of belonging. We will continue to support our

existing industry and prepare for the future development of new and innovative technologies. Upgraded infrastructure to include affordable housing, safe highways, robust telecommunications and municipal services will sustain this growing economic base.

We see a community that treasures its youth and embraces opportunities for personal fulfillment, rich in programs for lifelong learning, arts and entertainment. We believe in enlarging our extraordinary network of nonprofit organizations, volunteerism, and community involvement. We foresee universal access to healthcare, through expanding health infrastructure, education and wellbeing initiatives.

Collectively, we believe in a future where the best of what we enjoy today is carefully blended with year-round jobs, increased prosperity, and endless opportunity. Our intent is not to reinvent our area but to effectively build upon what makes our community so desirable. We have the essential ingredients, momentum, determination and vision to become America's Best Community." We invite you to visit Idaho's Adventure Corridor.



STRATEGY AT A GLANCE

The West Central Mountains Economic Development Strategy contains a short and long-term approach toward continually improving economic resiliency. It addresses six elements affecting the region's quality of life and economic future.

The region's economy is changing, moving toward employment opportunities that require technological services. By supporting our historic industries while realigning secondary and post-secondary education with industry needs, the region can build upon traditional and emerging trades and skills.

JOBS

- We will capitalize on our natural resources to promote the historic industry sectors of mining and logging in a sustainable manner.
- We will explore alternative energy options to diversify our growing economy.
- We will capitalize on our existing success in the Leisure and Hospitality sector to remain a tourism destination and assist service industry workers in maintaining year-round employment.
- Our agricultural practices will be maintained to support local food growth and distribution, and we will encourage programs that communicate the value of local food.
- We will expand jobs, facilities and new technologies in the health services sector, while building our strengths to promote our region's high quality of life.
- We will prepare our workforce for jobs through education and training in strategic sectors and emerging markets through curriculum alignment, expanded technology resources, skills development, partnerships and creating career development opportunities.

Maintaining a diversified housing inventory that is immediately available is integral to the region's livability. It would attract and retain businesses and employees, and allow residents to live within the community in which they work.

HOUSING

- We will enable the workforce to secure housing that meets budgetary and lifestyle needs.
- We will define and develop funding mechanisms to support workforce housing.
- We will develop and implement strategic plans, and partner with organizations that create quality of life places that attract tourists and year-round employment and residents.
- We will develop a regional Home Builders Association to support and strengthen our construction industry through partnerships and cooperation.



The combined effects of aging infrastructure, inadequate technology, and lack of access into the region challenges the region's economic vitality. The region is committed to implementing its long-range transportation master plan to improve its transportation and infrastructure to support current and future demand.

TRANSPORTATION AND INFRASTRUCTURE

- We will promote commerce through multimodal regional connectivity.
- We will work with the private and public sectors and local telecommunication companies to determine and fulfill existing and future infrastructure needs, and make these services affordable to all.

The region is blessed with an excellent K-12 public education system, a strong culture of volunteerism, and an abundance of recreational and cultural opportunities that contribute to a high quality of life. These are essential economic assets the region must sustain to continue its success as an attractive place to live, work, learn and play.

EDUCATIONAL, CULTURAL & RECREATIONAL OPPORTUNITIES

- We will increase the number of career development opportunities for teens and young adults residing in the community.
- We will expand educational enrichment programs for our youth.
- We will preserve and protect our recreational and natural assets to enhance the quality of life of the region.
- We will promote, market and expand the region's vast recreational and cultural amenities.

A healthy lifestyle is a critical factor to economic growth as it improves life balance. By broadening our preventative programs and promoting active and healthy lifestyles, residents of all socio-economic backgrounds will have access to the same wellness opportunities.

HEALTH & WELLBEING

- We will foster an active and healthy culture.
- We will expand K-12 healthy initiative programs to encourage healthy habits.
- We will promote a healthy community by further connecting recreation and healthy options to all income levels.

Developing and directing residents to a regional communication hub that markets the region as one destination would alleviate the disconnect between communities, serve as a marketing tool, as well as an important tool for community engagement.

REGIONAL COMMUNICATION

- We will develop a communication framework that disseminates information on a regional scale.
- We will develop a marketing campaign that brands the region as one destination

11-MONTH IMPLEMENTATION PLAN		2016						2017				
		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Partner with Job Fairs, PTAC and SBA to Expand Workforce Development Resources (JOBS 12)												
1	Develop partnerships with job fairs, PTAC and SBA											
2	Organize job fair											
3	Public outreach to market job fair											
4	Hold job fair											
Form a Regional Food Coalition (JOBS 15)												
1	Gather regional stakeholders and form a food coalition											
2	Offer Cultivating Success Program in Valley County for new farmers and ranchers											
3	Strengthen partnerships to seek grant funding and collaborate on identified projects											
Expand the Small Business Workshops Program (JOBS 32)												
1	Outreach to business community for additional support											
2	Market workshops to the public											
3	Hold Workshop											
Expand Scholarship Resources for the Region's Leadership Academy (JOBS 33)												
1	Raise scholarship monies for participants											
2	Outreach to business community											
3	Public outreach for program participation											
4	Hold leadership courses											
Sector Development Analysis (JOBS 35)												
1	Apply to the University of Idaho to be a selected community for this program											
2	Work with Economic Development Specialist from UI to gather input from the West Central Mountains (surveys)											
2	Share results with the community											
Identify and Develop Incubator/Maker Spaces in Cascade, Donnelly, McCall and Meadows Valley (JOBS 35)												
1	Identify potential Incubator/Maker Spaces											
2	Public input on community needs for space											
3	Develop partnership with Frontier Communications											
4	Implement infrastructure for spaces											



11-MONTH IMPLEMENTATION PLAN		2016								2017		
		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Establish a Regional Housing Trust (HOU 6)												
1	Form a board of directors											
2	Establish non-profit											
3	Develop partnerships with developers											
4	Public outreach to develop the trust's role and responsibilities											
Explore Expanded Service of the Treasure Valley Transit (TVT) (TRANS 7)												
1	Dialogue with TVT to offer expanded service between Meadows Valley and McCall											
2	Public outreach for needs assessment											
3	Explore grant funding opportunities											
4	Implement route											
Construct Bus Kiosks for TVT Riders in Cascade and Donnelly (TRANS 7)												
1	Acquire permits											
2	Public input on design and location											
3	Construct kiosks in Donnelly and Cascade											
Identify Veterans' Needs through Strengthened Partnerships (TRANS 9)												
1	Meet with the local Veterans Administration representative to define needs and future partnership opportunities											
Expand the Connectivity of the Valley County Pathway System and into Adams County (ECR 11)												
1	Investigate grant opportunities											
2	Coordinate with Adams County											
3	Generate maps illustrating trail connection											
4	Conduct public hearings											
4	Adopt plan											
Operation Facelift (ECR 19)												
1	Develop partnership with local communities, businesses and material suppliers											
2	Select businesses for a facelift											
3	Public outreach for volunteer support											
4	Conduct facelift											

11-MONTH IMPLEMENTATION PLAN		2016									2017	
		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Establish the Northern Valley Recreation District (ECR 12)												
1	Develop partnership with Northern municipalities and Southern Valley County Recreation District and Valley County											
2	Create board of directors											
3	Establish a non-profit											
4	Create a Strategic Plan											
5	Public Input											
Construct Kiosks with Donation Boxes at Key Locations on Trails (ECR 18)												
1	Develop partnerships with Central Idaho Mountain Bike Association, Valley County Pathways, Idaho Department of Land, Valley County Parks and Recreation											
2	Undergo design process											
3	Public outreach for design and location											
4	Acquire permits											
5	Construct kiosks											
Develop Partnerships to Enhance Youth Activities and Participation (HW 1)												
1	Organize and hold summit with St. Luke's Hospital, University of Idaho Extension office, non-profit organizations to identify needs and opportunities for cross-collaboration with youth organizations											
2	Develop workplan for ongoing coordination and collaboration											
Investigate Interest in a Community Garden in Meadows Valley (HW 5)												
1	Develop partnerships with University of Idaho Extension, St. Luke's Hospital and local food bank											
2	Public outreach											
3	Construct garden beds											
4	Plant beds											



11-MONTH IMPLEMENTATION PLAN		2016								2017		
		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Establish a West Central Mountains Regional Economic Summit (COM 1)												
1	Form a sub-committee of the VCEDC comprised of regional representatives from Adams and Valley counties											
2	Organize and hold a regional annual summit to facilitate dialogue and monitor the success of regional programs											
3	Develop workplan for ongoing coordination											
Establish a Forest Restoration Services Directory (COM 5)												
1	Outreach to business community and public											
2	Create directory											
3	Market directory online and printed materials											
Develop Forest Restoration Summit (COM 5)												
1	Establish partnership with federal and state agencies											
2	Organize and hold a land restoration summit that highlights restoration projects to be performed within a 1-5 year period to keep region informed of market demands and connect workers to jobs											
3	Develop workplan for ongoing coordination											
Improve Regional Access to Grant Writing Resources (COM 6)												
1	Place job posting											
2	Conduct interviews											
3	Hire staff for VCEDC											
Create a Marketing Campaign that Brands the Region as One Destination (COM 6)												
1	Develop a branding, marketing and communication plan											
2	Public Input											
3	Develop printed materials, social media and web materials											
4	Develop a mechanism to help make this plan self-sustaining											

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CHAPTER ONE
WEST CENTRAL MOUNTAINS
TALK: VALUES AND VISION

WEST CENTRAL MOUNTAINS: THE BEST REGION IN THE NATION

The West Central Mountains Regional Economic Development Strategy (Strategy) represents a shared vision for social and economic prosperity for the cities of McCall, Donnelly, Cascade, and Meadows Valley, as well as unincorporated areas of Valley County. The Strategy identifies the strengths and economic trends of the region's economy, and develops long-term strategies for leveraging these strengths. The Strategy outlines short-term projects or programs that harness local resources to achieve the long-term vision. The goals, objectives and strategies developed during the planning process will help individual and collective communities capitalize on their current economic position and respond to changing socioeconomic conditions for years to come.

The Strategy focuses on the following elements that build community economic resiliency:

- A deep understanding of the region's identity for continued public engagement and collaboration.
- An extensive public involvement process to define the vision for future economic growth.
- A Vision that leverages local assets for a sustainable approach to economic development.
- A variety of short-term and long-term tactics that will help achieve the long-term Vision.
- An implementation plan that provides a blueprint for future action.

The West Central Mountains Economic Development Strategy is designed to achieve the Vision Statement by focusing on six core challenges affecting the regional economy:

1. Jobs
2. Housing
3. Transportation and Infrastructure
4. Educational, Cultural and Recreational Opportunities
5. Health and Wellbeing
6. Regional Communication

Goal statements have been crafted for each individual challenge to expand upon the overarching Vision to ensure the region's needs have been met and voices heard. Goals are based on existing conditions' data, regional and national trends, initiatives currently underway, and community input collected throughout the planning process.



VISION

West Central Mountains residents aspire to create a sustainable future by:

- *Utilizing and enhancing the strengths of our people;*
- *Continuing our rich tradition of community involvement and volunteerism;*
- *Leveraging our region's abundant natural and scenic resources;*
- *Enhancing the industries that historically made us successful while diversifying our economy for long-term resiliency.*

We will build upon the assets that make our community a desirable place:

- *To live, work, play and visit;*
- *Where businesses want to invest time and capital;*
- *Where our institutions are founded on a culture of inclusion, continuous innovation, excellence, advancement and personal fulfillment.*

THE DEVELOPMENT OF THE PLAN IS FOUNDED ON OUR COMMUNITIES' PLANS BUT ALSO IDENTIFIES COMMON THEMES AND STRATEGIES.

Existing planning documents were paramount in the identification of options, development of strategies, and refinement of the Vision. The studies consulted during the development of the Strategy include:

- Valley County Comprehensive Plan
- Valley County Pathways Master Plan
- Valley County Economic Development Council Strategic Plan
- Payette River Scenic Byway Corridor Plan
- Geothermal Energy Strategic Plan for Valley County, Idaho
- McCall Area Comprehensive Plan
- McCall Downtown Master Plan
- McCall Downtown Parking and Needs Assessment Final Report
- McCall Area Pathways Master Plan
- McCall Parks and Recreation Master Plan
- McCall Business Park Final Report
- McCall Historic Preservation Plan
- City of Donnelly Master Transportation Plan
- City of Cascade Comprehensive Plan
- Cascade Sports Park Master Plan
- Meadows Valley Comprehensive Plan
- Valley County Master Transportation Plan
- West Central Mountain Electrical Plan
- City of Donnelly Downtown Master Development Plan
- Payette River Basin Water Trails Plan
- Meadows Valley Community Review Report

BUILDING ON OUR REGIONAL PLANS





The Strategy focuses on the following elements that build community economic resiliency:

- A deep understanding of the region's identity for continued public engagement and collaboration.
- An extensive public involvement process to define the vision for future economic growth.
- A Vision that leverages local assets for a sustainable approach to economic development.
- A variety of strategies that will help achieve the long-term Vision.
- A long-term implementation plan that provides a 10-year blueprint for future action.
- A short-term implementation plan of small projects to help achieve the long-term Vision.

Chapter One, West Central Mountains Talk: Values and Vision, describes the values of the region and how the values shaped the vision of economic development.

Chapter Two, West Central Mountains Speak: Where are We Now and Where are We Going, highlights key regional economic, social, and environmental trends affecting the regional economy to help identify opportunities and strengths.

Chapter Three, West Central Mountains Plan: Goals and Strategies, outlines the Vision, strategies, objectives, and tactics employed over a 10-year period to achieve the long-term Vision. This chapter is outcome-oriented and details specific tactics and why they should be undertaken.

Chapter Four, Short-Term Plan, consists of short-term tactics to be implemented within an 11-month period.

Chapter Five, Measurement and Outcomes, describes a variety of indicators that will assist in measuring the success of the Strategy after implementation. Indicators can serve to help policy makers recognize the steps needed to address emerging challenges. It also highlights long-term strategies to be implemented over a ten-year period.

OUR PROCESS: FOUNDED ON COMMUNITY INVOLVEMENT AND VOLUNTEERISM



The West Central Mountains communities are grounded in a culture of “giving back,” where residents donate thousands of hours annually toward strengthening their community. Volunteerism is at the heart of the community, and the cultural composition of volunteerism established the framework for the Strategy’s public outreach process. The process relied upon the dedication and commitment of six committees and 21 committee members that collectively donated over 2,000 hours. It also capitalized on over 15 community-sponsored events to publicize the Strategy, which relied on community volunteers for implementation and took place in areas that celebrated the region’s natural resources, scenic qualities and recreational opportunities.

The cultural composition of volunteerism established the framework for the Strategy’s public outreach process.

The goal of the Strategy’s public outreach was to capture comments from all segments of the population to create a collective Vision for economic development based on an inclusive, collaborative, community-based engagement process. The process provided an opportunity for stakeholders, residents, elected officials, and business owners to voice their values,



THE VISIONING PROCESS RELIED ON:

Social media outlets such as Facebook and Twitter;

Project website;

Postcards;

Flyers;

Email blasts;

Naming competition with a \$250 cash prize;

Newspaper advertisements;

QR code to make the website easily accessible by smartphones;

Online and in person surveys;

Presentations to homeowners associations, high schools, churches, civic and business leaders;

Personal interviews with business owners;

Project takeaways such as lip balm, flyers, t-shirts and business cards; and

Attendance at over 15 community events.

describe pressing needs, and prioritize goals. The community was kept informed through social media, stakeholder networks, a project website, email blasts, public forums, newspaper advertisements, and postcards. The public provided input through three surveys, public forums, and by commenting through email, mail and phone.





NAMING CONTEST

At the Strategy’s inception, the community was asked to help name the region through a naming competition with a \$250 cash prize. The name had to be concise, catchy and relevant to the entire area. Over 30 entries were received, and the final name, The West Central Mountains, was selected by a panel of judges. The name was chosen because it reflects the mountainous terrain and geographic region that encompasses both Valley County and Meadows Valley.

TAGLINE

In conjunction with the naming competition was the development of a tagline to reinforce the community’s identity. In a survey completed by 198 respondents, the public was asked to prioritize a list of words most representative of the community. The words that rose to the top were predominantly related to the region’s scenic qualities, natural landscape, and recreational

opportunities. The tagline selected was “Idaho’s Adventure Corridor,” as it reflects the recreational opportunities afforded by the region, interconnected by a national scenic byway.

PROJECT LOGO

A project logo was developed to promote public involvement and increase community awareness. The logo was designed as a visual representation of the communities’ values and identity through a thoughtful engagement process, utilizing input from the communities. The logo represents key regional assets that make the West Central Mountains a great place to live, work and play. Assets represented in the logo include an abundance of wildlife, scenic beauty, recreational opportunities, and natural landscape features. The brand was used throughout the Strategy’s development in public event materials, online surveys, signage, t-shirts and event takeaways to create a consistent and recognizable look.





CLOSE TO NATURE

RECREATIONAL LANDSCAPE

5 TREES = 5 COMMUNITIES

WATER BODIES

WILDLIFE

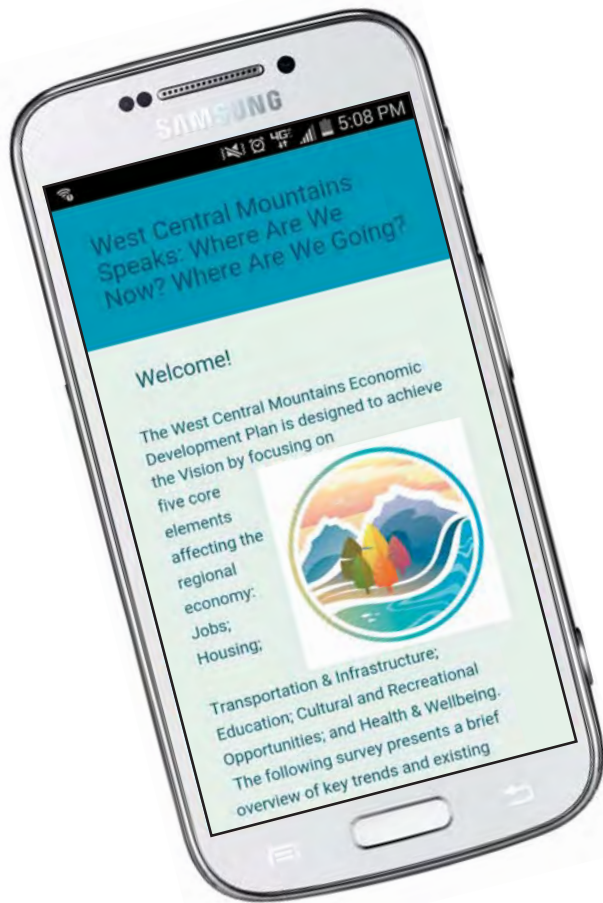
SURVEY #1: VALUES AND VISION

198 RESPOND

Key Highlights include:

- *98% of respondents desire outdoor recreation as an experience.*
- *Workforce housing for all income levels is desired.*
- *Local community events, spending time in downtowns, and dining are activity staples in the community.*
- *Many respondents travel to neighboring communities to shop, especially for large ticket items.*
- *Residents would like more post-secondary education options in natural sciences and business education.*
- *The pedestrian and bikeway system should be enhanced to become more locally and regionally connected.*
- *60% of respondents with children over the age of 18 stated their children had left the region to attend college or work.*

In all, our efforts resulted in engaging over 1,000 people and thousands of residents being touched by the process.



HIGH-TECH OUTREACH

High-tech outreach activities included the use of social media outlets to drive people to the project website (abcdaho.org) to achieve consistent messaging and build a following. The Facebook page accumulated over 540



followers, which is substantial for a community of 10,000 residents. The project website used GoPro for video and photography upload capability, and provided the public with opportunities to complete online surveys, submit comments, and contest entries. A QR code, which was scanned over sixty times throughout the planning process, was incorporated into all public outreach materials to make the project website more accessible by smartphones and tablets. Four email blasts, two postcards, five newspaper advertisements, and flyers inserted into grocery shopping bags were also distributed to promote the Strategy and encourage public participation. A project naming competition with a \$250 cash prize was also organized to engage the public in the planning process.

HIGH-TOUCH TOOLS

The high-touch tool consisted of a variety of interactive forums that allowed all community members to voice the needs, strengths and goals of the region. It also served as reminders of the Strategy's relevance and the importance of public participation. High-touch efforts were predominantly personal in scope, where committee members reached out in-person to the public to ensure an inclusive engagement process. As such, this tool helped achieve a better understanding of the region's values and how this Strategy could impact different segments of individual communities.



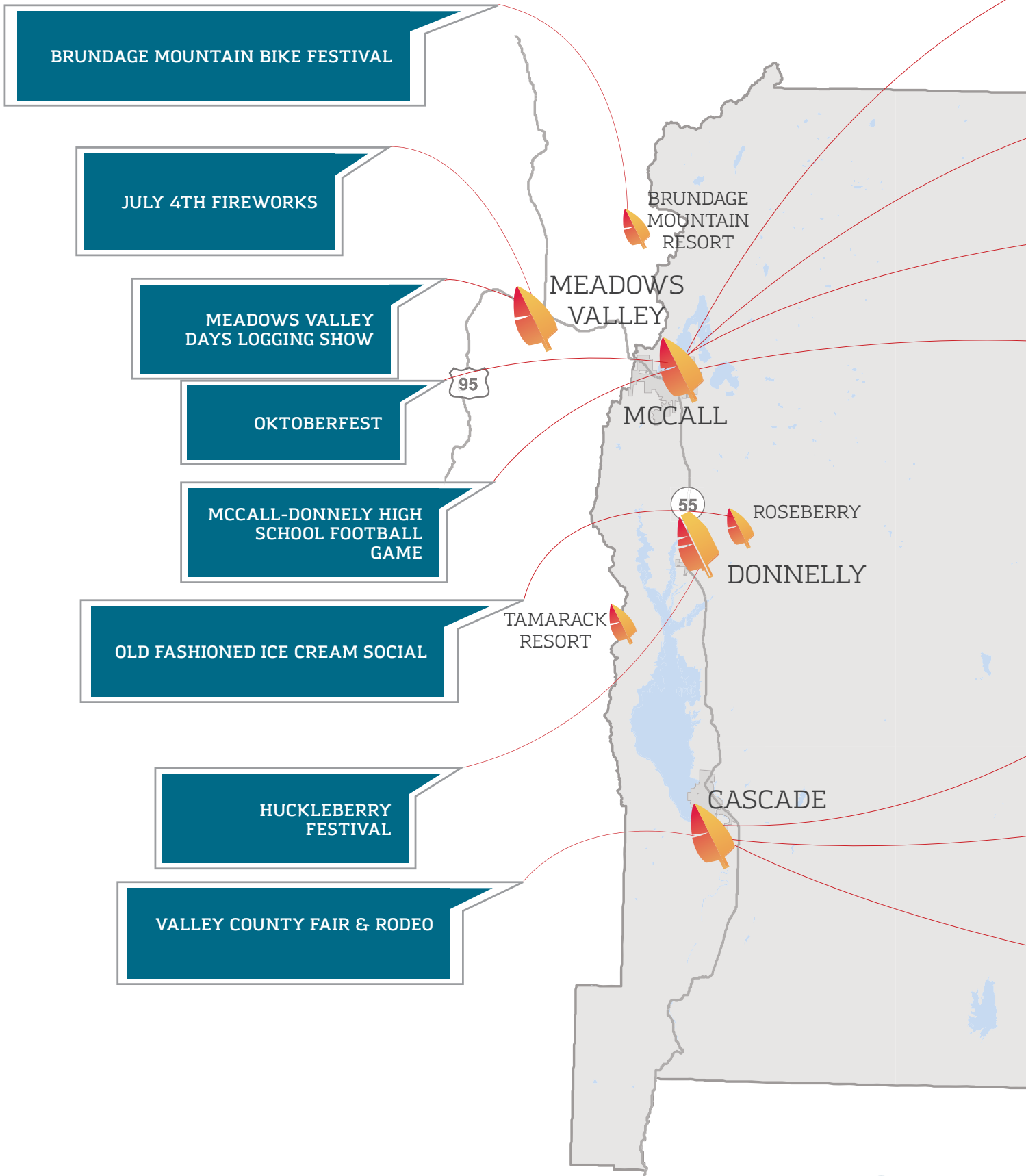
High-touch activities included attendance at over fifteen community events, four presentations to homeowners associations, realtor boards, stakeholders, and civic/business leaders, presentations to schools and churches, and personal interviews with over fifteen local business owners. A variety of outreach “takeaways” featuring the project website such as lip balm, flyers, t-shirts, window clings and business cards were given away at community events.

As previously mentioned, attendance at community events was an integral part of the public outreach process. Committee members employed two strategies for public engagement at these events, the “Roving Outreach Strategy” and the “Stationary Table Strategy.” The “Roving Outreach Strategy” consisted of volunteers handing out business cards and other project takeaways in an informal, conversational format. It focused on touching as many community members as possible to promote the Strategy and encourage online and continued participation.

The “Stationary Table Strategy” consisted of volunteers being stationed at a table at community events. The purpose was to engage the public through activities, printed materials, conversations and surveys. If community members could not fill out surveys in-person, volunteers directed them to the website for online participation.

Because the regional calendar was already full of previously scheduled events, the Steering Committee felt that events created specifically for planning purposes would not be well-attended. With this in mind, the committee evaluated existing events to determine which ones would result in the best opportunities for community engagement. Events attended by project volunteers were spread across a wide geographic area, and ranged from farmers markets to sporting activities, ice cream socials to town festivals, to ensure the broader public was reached. Over 15 events were attended by volunteers, resulting in over 1,000 community members being engaged, and several thousand being touched by the process.





A map of Idaho is shown in light gray, with several callout boxes pointing to various geographic locations. The callouts are: FAIRWAY PARK RENAMING (northwest), FARMERS MARKET (north-central), JULY 4TH FIREWORKS (central), FALL MOUNTAIN BIKE FESTIVAL (east-central), THUNDER MOUNTAIN DAYS (south-central), 4 SUMMIT CHALLENGE & FAMILY RIDE (south), and PAYETTE RIVER GAMES (southwest).

FAIRWAY PARK RENAMING

FARMERS MARKET

JULY 4TH FIREWORKS

FALL MOUNTAIN BIKE FESTIVAL

THUNDER MOUNTAIN DAYS

4 SUMMIT CHALLENGE & FAMILY RIDE

PAYETTE RIVER GAMES

Events attended by project volunteers were spread across a wide geographic area, and ranged in activity to ensure the broader public was reached. Over fifteen events were attended by volunteers, resulting in over 1,000 community members being engaged, and several thousand being touched by the process.



COMMITTEES & SUBCOMMITTEES

The role of the steering committee and subcommittees was vital to the success of this Strategy. Collectively, the five subcommittees and steering committee totaled 21 members from two counties, representing a wide array of private, public and not-for-profit organizations, and leaders from central industry sectors. The purpose of their involvement was to cultivate place-based leadership; provide community-based representation of the Strategy to the public; motivate other community members to participate in the process; and utilize their expertise in the work of analyzing existing conditions, formulating strategies and translating strategies into implementable projects or programs. The following committees were consulted throughout the Strategy process:

- Steering Committee
- Vision and Planning Subcommittee
- Public Relations and Events Subcommittee
- GoPro Subcommittee
- Business Outreach Subcommittee
- Finance Subcommittee

Together, committee members volunteered over 2,000 hours to creating the Strategy, which resulted in a truly home-grown approach that reflects the values, perspectives and aspirations of the region.

The regional planning process was initiated with a broad public outreach process and will continue to be inclusive by keeping the key stakeholders, sub-committees, steering committee and public engaged as the Strategy moves forward. Producing the Strategy collectively has allowed the communities to continue working in an integrated approach. The region is prepared to capitalize on this collective energy and build a more resilient economic future. Community volunteers have already invested 2,000 hours toward this effort and their support and input will be essential as the Strategy moves forward into project implementation, initiative prioritization, and continued evaluation.



6 NEWSPAPER ADVERTISEMENTS



YOU EAT THAT? - Retired Lt. Col. Jean Byrnes of American Legion Post 60 asks children in the Cascade Public Library's summer reading program if they would like to sample military chow through the years, including Civil War hard tack, Spam from World War II and the current MREs, or "meals ready to eat." The post veterans talked about Morse Code and the military alphabet such as Alpha and Bravo, and encouraged the children to learn about military history.

GROUPS

America in Bloom judges to be in McCall July 23-24

Judges will tour McCall on July 23-24 for the America in Bloom contest. The McCall Improvement Committee invites residents to help make McCall look its best for the judging.

The judges include Bruce Riggs, who works free-lance in horticulture and previously worked 18 years at the New York Botanical Garden.

During his career, Riggs administered the garden's interpretation program, managed the mapping of 50,000 cultivated and wild plants and coordinated the garden's internship program.

The other judge is Leslie Pittenger of Beloit, Ohio, who received the 2013 Outdoor Standing Achievement Award for Community Involvement sponsored by the American Horticultural Society.

As an active member of the Beloit Garden Club, Pittenger works with local students to complete environmental and beautification projects.

McCall won the America in Bloom contest in 2014 for cities of population less than 3,500. McCall also was placed in the "Circle of Champions" for cities that have earned three population category wins or other awards.

For more information, contact Carol Coyle at 634-5204 or coyle@mcalledu.us.

Next Cascade blood drive to be held July 27

The next American Red Cross Blood Drive in Cascade will be held Monday, July 27. The collection will be held from noon to 5 p.m. July 27 at the American Legion hall in Cascade. Call Donna Peterson at 382-4532 to schedule an appointment.

McCall-Donnelly cheerleading practices to start on Aug. 3

Practices for cheerleaders for McCall-Donnelly High School will begin on Monday, Aug. 3, at the high school.

Vacation Bible School

July 20-24, 10 a.m. to Noon Each Day

Meadows Valley Community Church Idaho 55 Just E. of New Meadows

347-2300 for Question For Transport

We Are AMERICA'S BEST COMMUNITIES

VALLEY COUNTY

MEADOWS VALLEY

West Central Mountains Idaho's Adventure Corridor Economic Development Plan

Help improve our regional economy

WE NEED YOUR PARTICIPATION

Please Fill out the Last ONLINE SURVEY Enter Competitions to WIN UP TO \$500!!

We would like to thank you for participating in our online survey

WWW.ABCIDAHO.ORG

Visit Our Booth Saturday at MCP Oktoberfest, Alpine Village McCall

VOTED TOP 50

We Are AMERICA'S BEST COMMUNITIES

VALLEY COUNTY - MEADOWS VALLEY

United We Thrive

West Central Mountains Adventure Corridor Economic Development Plan

LET'S BE #1

Help improve our regional economy

Fill out the ONLINE SURVEY Enter Competitions to WIN UP TO \$500!!

Developing a plan to improve our regional economy

WE NEED YOUR PARTICIPATION

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VOTED TOP 50

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WEST CENTRAL MOUNTAINS
IDaho's Adventure Corridor
Economic Development Plan

ABCIDAHO.ORG

AMERICA'S BEST COMMUNITIES

LET'S BE #1

Help improve our regional economy

Fill out the **ONLINE SURVEY**

Enter Competitions to **WIN UP TO \$500**

NOTICE OF PUBLIC HEARING ON PROPOSED AMENDED FY 2015 BUDGET - CITY OF DONNELLY, IDAHO

A public hearing will be held for the consideration of this proposed AMENDED budget for the fiscal year from October 1, 2014 to September 30, 2015. The hearing will be held at the Donnelly Community Center, Donnelly, Idaho at 6 p.m. Monday July 27, 2015. All interested persons are invited to appear and show cause, if any, why such budget should or should not be adopted. Copies of the proposed Amended City budget in detail are available at City Hall during regular office hours (9 am to 5 pm, weekdays). Anyone desiring accommodations for disabilities related to the hearing, contact the City Hall at 325-8859, at least 48 hours prior to the public hearing.

Fund Name	PROPOSED EXPENDITURES		FY 2015 Budgeted Expenditures	FY 2015 Proposed Expenditures
	FY 2013 Actual Expenditures	FY 2014 Budgeted Expenditures		
GENERAL FUND				
Administrative	117,232	198,506	1,268,888	1,977,406
Light Option Fee	26,500	34,800	86,000	36,600
Fuels & Maintenance	4,147	3,375	26,850	26,350
Grants & Donations	87,708	50,000	54,000	54,000
Airport Expense	580	580	1,005	1,005
Grant Expense	14,883	50,000	83,000	83,000
Public Safety	88	88	1,500	1,500
Donnelly Depot	53,266	59,792	13,300	13,500
Contingency			71,285	71,285
General Fund Total Expenditures	214,263	398,994	423,143	434,582
LIBRARY FUND	14,678	18,870	18,870	20,040
SEWER FUND	94,591	108,541	125,001	125,001
WATER FUND	113,288	113,646	124,875	124,875
Grand Total Expenditures All Funds	437,222	654,353	701,520	709,299
PROPOSED REVENUE				
Fund Name	FY 2013 Actual Revenue	FY 2014 Budgeted Revenue	FY 2015 Proposed Revenue	FY 2015 Proposed Revenue
PROPERTY TAX FUNDED REVENUE				
General Fund	92,529	78,193	78,347	78,147
Library Fund				
Grand Total Tax Funded Revenue	92,529	78,193	78,347	78,147
NON-TAX FUNDED REVENUE				
GENERAL FUND				
Alcohol/Recreation	873	938	1,009	1,009
Sales Tax (Revenue - Granting)	9,254	10,842	10,228	10,278
Development Fees	5,568	5,700	1,700	1,700
Franchise Fees	3,746	3,746	5,660	5,660
Grant Revenue	10,300	15,000	40,000	40,000
Highway User Revenue	1,877	1,865	4,001	4,001
Land Lease	854	20	600	600
Licenses & Permits	2,040	3,045	4,043	4,043
Liquor Appropriation	39,397	26,485	10,356	10,356
Local Option Tax	18,328	24,048	36,000	36,000
Fuels & Recreation	6,050	6,451	6,864	6,864
DEIC Rental Revenue	84,380	72,580	86,000	86,000
Cash Carryover	120,724	54,271	105,306	107,466
Administrative Assets	22,859	81,778	81,754	81,754
General Fund Non-Tax Total Revenue	290,488	355,319	355,436	355,436
LIBRARY FUND	15,870	18,870	18,870	20,040
SEWER FUND	84,397	108,541	125,001	125,001
WATER FUND	121,418	123,646	124,075	124,875
Grand Total Non-Tax Funded Revenue All Fun	222,585	251,127	252,947	254,917

The proposed expenditures and estimated revenues for fiscal year 2014-2015 (FY15) have been tentatively adopted by the City Council and entered in detail in the Journal of Proceedings. Publication dated for the notice of public hearing is July 16, 2015 and July 23, 2015, in The Star-News - Cami Hodges, City Clerk/Treasurer



CHAPTER TWO

WEST CENTRAL MOUNTAINS SPEAK: WHERE ARE WE NOW? WHERE ARE WE GOING?



WEST CENTRAL MOUNTAINS: UNITED WE THRIVE



Business owners and residents of the West Central Mountains are increasingly aware that economic conditions in the region are changing. Resource-based manufacturing and goods-production industries that historically supported the economy are evolving while other economic sectors, such as leisure and hospitality, are becoming more dominant. Changes in technology and globalization have resulted in the evolution of industries that focus on sustainable uses of key resources, or businesses based on these resources and their specialized sectors.

These changes have placed new demands on the labor market, requiring skills development, innovative business solutions, and stronger partnerships among education institutions, industries and employers. The recreation and

tourism sectors are flourishing, and the economy is connected to a seasonal workforce.

The area has quickly recovered from the recession. The region is blessed with a variety of assets, natural and human-made, that are being harnessed to attract new businesses, and create quality of life places. Unemployment has reached pre-recession numbers, the population is healthy and only getting healthier, and an educated workforce provides the foundation for a sustainable and growing economy. Now is the opportunity to build on the region's assets, increase economic diversity, and sustain the historic industries and character that helped the region become one of the most desirable places to live, work and play.



JOB

Industry clusters are generally defined as regional concentrations of related businesses and supporting organizations that arise out of various types of industries. The advantages to industry clusters include their ability to export goods and services outside the region; catalyze new business development; accelerate innovation and technology; and increase access to labor, financing and support services. When a cluster forms in a rural area, it presents an opportunity to strengthen the regional economic base, sustain a skilled labor force, and improve the quality of life.

FORESTRY

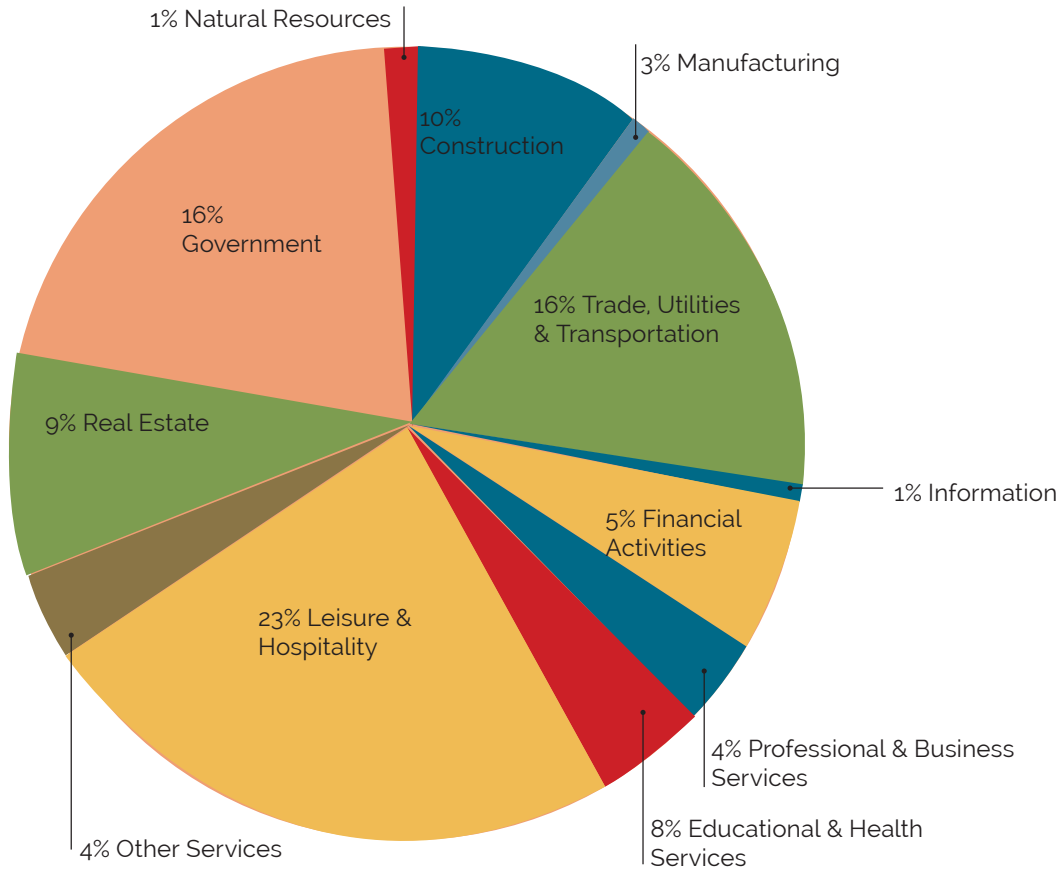
The West Central Mountains is home to a variety of existing and emerging industry clusters, the majority of which have materialized as a result of natural resource assets. The forestry cluster, which includes woodworking, sawmills and

furniture, has been on a downward trajectory since the 1980s. Idaho, however, is the eighth-highest timber-producing state. The West Central Mountains region was once home to numerous sawmills; by 2001, all but one closed. Evergreen Forest Products is the only surviving mill and is a major employer in New Meadows, with nearly 120 employees. Over the past two years, business has been on the rise and is expected to continue, with a new location opening in Horseshoe Bend within the next five years.

In May 2015, the Forest Service announced that it will restore 1,600 acres of forest in the West Central Mountains region to reduce risk of insect and disease among the ponderosa pine trees, improve wildlife habitat, and promote the development of early-seral tree species. This commercial and non-commercial thinning and fuel reduction initiative is projected to create jobs and stimulate the local economy.



2015 NONFARM PAYROLL JOBS



Source: Idaho Department of Labor

AGRICULTURE

Agriculture has been following state and national trends. Smaller operations that combined dairy, poultry and pigs with farming suited for shorter growing seasons are becoming less prevalent. Over the past decade, this sector lost nearly 20% of its farms, while the average farm size has increased by 22%. Today, the majority of farmland (65.4%) is being used for livestock, which has raised the median market value of farms by 60% while employment has declined by 50% (Idaho Department of Labor).

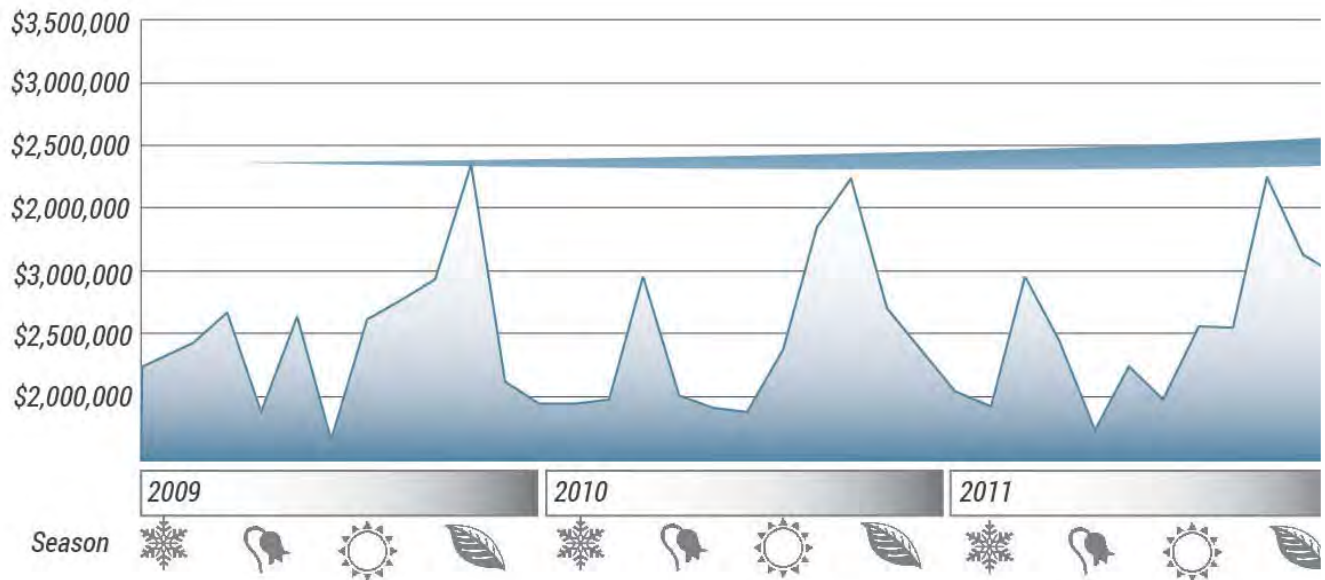
LEISURE AND HOSPITALITY

Although some historic industry clusters are in decline, others are flourishing. The most prominent cluster in the West Central Mountains is leisure

and hospitality, as the landscape and recreation opportunities it affords attract thousands of people year-round. According to the Idaho Department of Labor, the leisure and hospitality sector constitutes almost 23% of the region's total non-farm employment and has been on an upward trajectory since 2012. Occupancy rates for lodging establishments have rebounded to 19% higher than pre-recessionary highs, and 52% higher than recessionary lows. This is significant as it relates to dollars spent in businesses throughout the region from restaurants to retail establishments.

The leisure and hospitality industry supports a variety of subcluster industries such as accommodations, visitor attractions, and cultural/educational entertainment. Peak season

SEASONAL ACCOMMODATIONS SPENDING 2009-2015



Source: Idaho Department of Labor

includes the spring and summer months, with winter months attracting visitors for Nordic skiing, downhill skiing and snowmobiling. Tourism is considered export-oriented because goods and services are sold to tourists from outside the region. The most beneficial aspect of tourism is its symbiotic relationship with all other industry sectors. Most taxes generated by tourism help fund public services and infrastructure projects, which help promote the region's quality of life, image and character. A recreation economy can also drive a strong, higher paying construction sector fueled by demand for (second) homes. Construction has been on an upward trend since 2012.

MINING

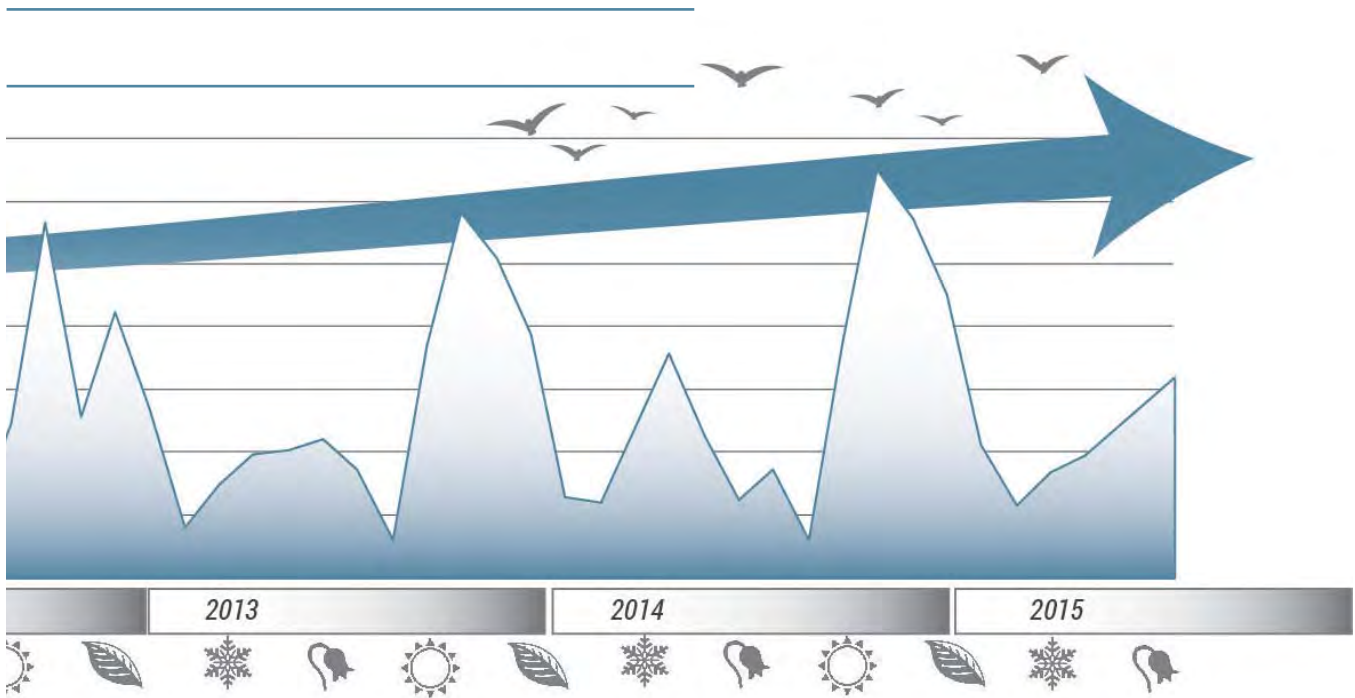
Another established industry sector is mining, which witnessed steady growth in jobs since 2012. This historical sector of the regional economy has experienced recent growth attributed to successful gold exploration and environmental stewardship by Midas Gold Idaho Inc., the Idaho subsidiary of the Vancouver-based company, Midas Gold Corporation. The exploration project,

referred to as the Stibnite Gold Project, began in 2012 and has yielded 30% higher claims than originally predicted. Given the higher yields, Midas Gold is looking to increase its operation, which has triggered a federal permitting application to mine the area. If the permit is approved, Midas Gold officials are estimating the expansion will provide up to 600 construction jobs and 400 full-time operations jobs. The development will also require as much as 50 megawatts of electricity. For reference, the region uses 30 megawatts from Idaho Power during its peak season.

HEALTH SERVICES

The health services industry has become a solid employment sector in the West Central Mountains region and is expected to continue expanding. Since 2004, employment has risen by 52%. Two hospitals, Cascade Medical Center and St. Luke's McCall Hospital, are on the region's top ten major employers list. In addition, the region provides a number of free clinics, and has 65% more primary care physicians per capita than the state average. Plans are underway at St. Luke's McCall Hospital for a new





80,000 square foot facility that will double the hospital's size. This development will provide new technologies, including remote delivery modalities such as telehealth, to keep healthcare revenue local, yield community-wide access to advanced healthcare services, and enable providers to meet the needs of an aging and growing population. The project is expected to break ground in 2017 and be completed by 2020.

With the region's economic growth, unemployment settled to 7.5% in 2014, a dramatic improvement from 15.7% in 2010.

The region's base economy is largely driven by federal and state services, such as the Forest Service, public schools, and local and county governments. Although this sector lost 8% of its jobs during the Great Recession that have not been restored, it has served as an excellent job source with higher average wages. The sector currently provides more than 30% of wages in the region.

Valley County Economic Development Council (VCEDC) in 2012, several initiatives have occurred that promote business development and economic growth. Since its inception, the VCEDC has created the region's first economic development strategy, sponsored a business contest with cash prizes, developed an annual business workshop series for information sharing and business development, organized a work group to discuss workforce housing options, and conducted presentations at high schools to promote entrepreneurialism. As VCEDC develops it will provide a mechanism by which economic development and job creation becomes a sustainable reality.

In recent years, the region has made a considerable effort to promote entrepreneurialism, strengthen the local economy, inspire creative business solutions, attract businesses, and inspire cross-jurisdictional partnerships. With the establishment of the



HOUSING

The Great Recession had profound impacts on the local housing market. Between 2002 and 2007, the region experienced a robust population growth, which was fueled by amenity migration and real estate speculation around national trends. Wealthy investors and second-home owners were attracted by the development of the Tamarack Resort, which resulted in an 18% population increase, inflated land prices, and rapid development. By 2008, the Great Recession took hold, catalyzing mounting financial problems for the resort, and inverting the region's rapid growth trajectory. In 2008, the resort filed bankruptcy. Construction, which accounted for 695 jobs in 2007, lost 57% of its jobs by 2013, while the real-estate sector lost 40% of its jobs. Between 2008 and 2012, the region's population decreased by 5%.

Since 2013 the region has been on an upswing. Population has increased by 3.3% and unemployment has gone from 15.7% to 7.5%. Construction witnessed a 17% increase in jobs, and new home sales have risen by 200%. The

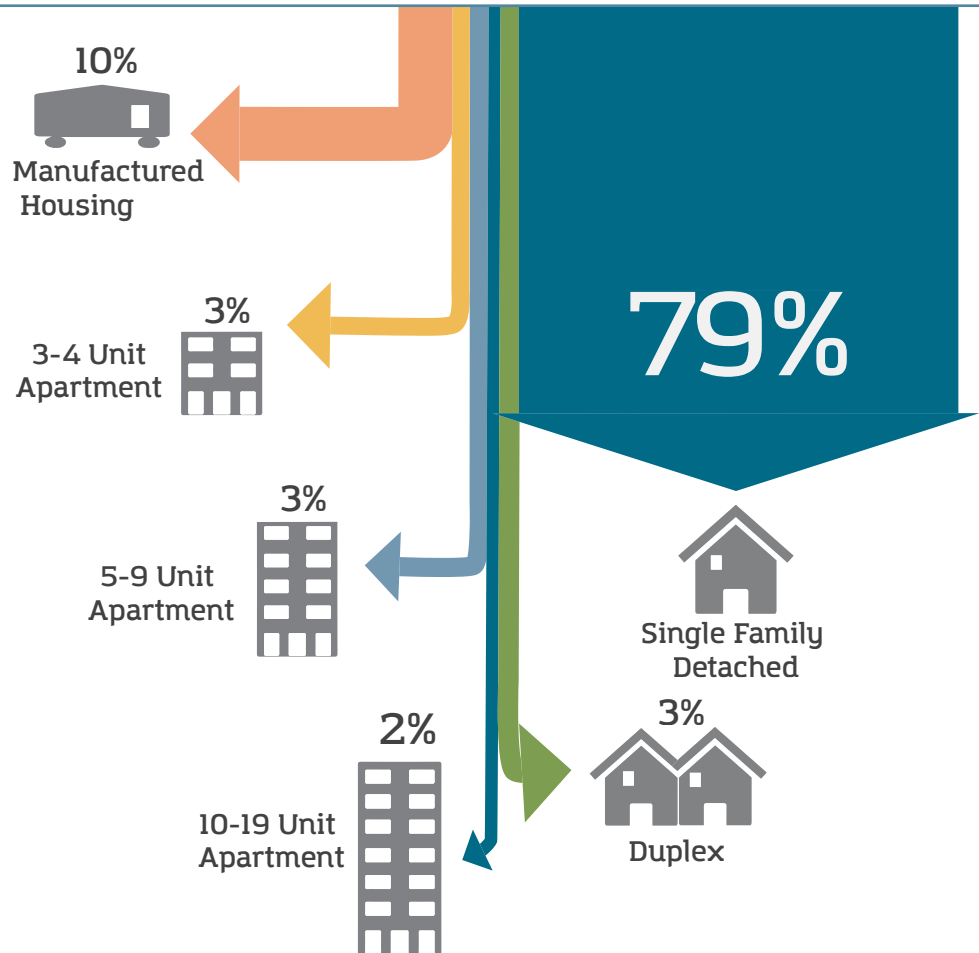
median home price has increased by almost 18% in less than a year. With economic recovery well underway, there is concern over housing prices climbing out of reach for many residents.

Maintaining a diversified housing inventory is integral to any region's livability. Homes must be suitable for all life stages and lifestyles in order to attract and retain young adults. According to the 2013 American Community Survey Census, 79% of homes in the West Central Mountains are detached, single-family homes, while 10% are manufactured homes. Multifamily units, such as duplexes, townhomes, and apartments only comprise 11% of the housing stock. Multifamily units are a good option for serving workforce housing needs, seasonal employment demands, and smaller housing preferences.

According to the United States National Housing Act of 1937, households that devote 30% of their income toward housing costs are said to be "burdened." Currently, 40% of West Central Mountains households spend above 30% of household income on monthly housing costs. Of these households, 50% have a median

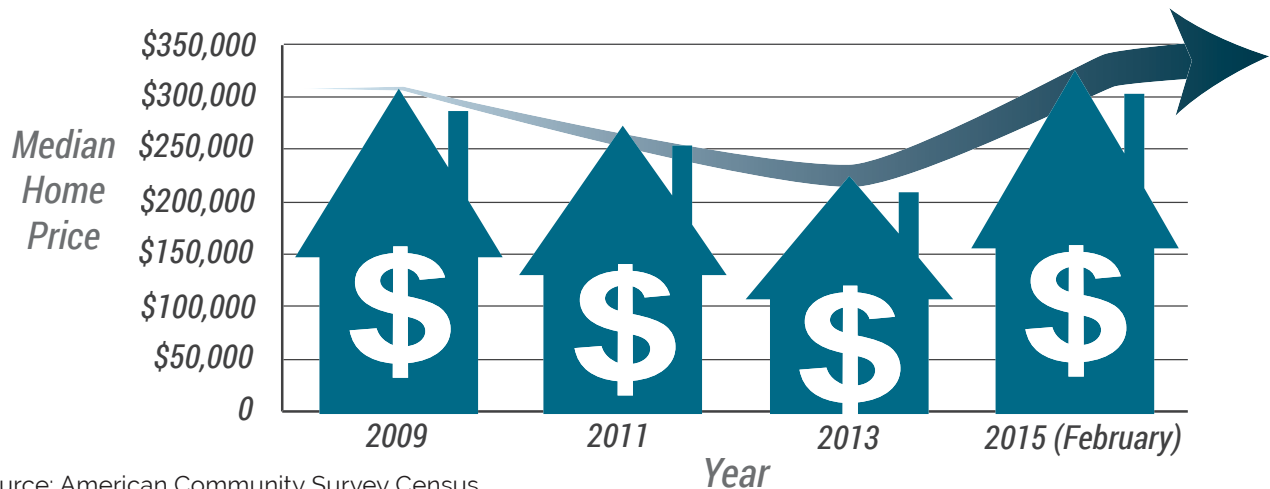


CURRENT HOUSING INVENTORY DIVERSITY



Source: American Community Survey Census

MEDIAN HOME PRICE 2009-2015



Source: American Community Survey Census



household income of less than \$50,000 (2013 American Community Survey Census),

National studies indicate that development of workforce housing in rural communities could increase spending and employment, attract and retain workers, generate revenue for local governments, and reduce the likelihood of foreclosure. Workforce housing provides living situations for a variety of civic workers, such as teachers, policeman and firefighters.

The region recognizes this opportunity and is taking steps to mitigate the disparity. In 2010, Valley County donated land to a non-profit organization in the City of McCall to develop The Springs, an affordable, residential housing project constructed of durable materials and sustainable design principles. The complex consists of an exercise room, laundry, gathering space, office, accessible restrooms, and three residential buildings that contain 36 living units.

In August, 2015 the Whitetail Club development and Shore Lodge, a 77-room hotel in McCall, added to its dormitory-style housing and apartments for seasonal employees. The housing is a renovation project of the former Payette National Forest headquarters in McCall that offers 13 employee dorm units with 28 beds bringing the total number of employee housing beds offered by the two businesses to more than 100. The project includes an Internet lounge, family living room, laundry room and cafeteria.

Other potential initiatives include a workforce housing development in Cascade through a public/private partnership, land approved for 45 tiny homes in Donnelly, as well as the development of a regional work group that assesses workforce housing needs, and identifies partnership, land development and funding opportunities.





TRANSPORTATION AND INFRASTRUCTURE

One of the region's greatest economic challenges is its transportation and infrastructure, which includes the subsectors of air and truck transportation; warehousing and storage, and technology and innovation. The region's unincorporated area encompasses 136 miles of paved surface roads, 530 miles of gravel/native soil surfaced roads, and 93 bridges. Currently no property taxes are used to fund the maintenance and upkeep of these resources. A portion of funding comes from the State of Idaho Highway User Fund which is generated from gas tax, vehicle registration and traffic violations.

The most renowned asset within the transportation system is the Payette River National Scenic Byway (SH55), a north/south trending highway running through the region

The combined effects of rising costs of transportation projects, increase in traffic volumes, and limitations on the ability to generate revenue have big impacts on the local economy.

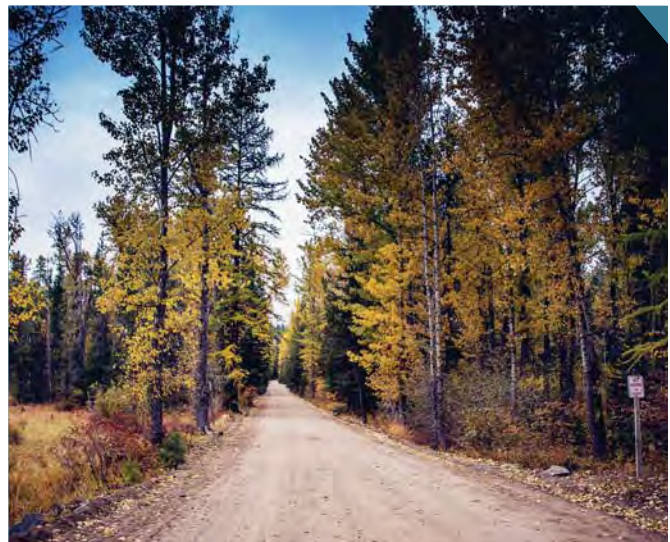
that connects the Boise area to the West Central Mountains. The route, along with US Highway 95 in Meadows Valley, are critical not only to the regional transportation network, but for the tourism industry as well. These corridors offers motorists access to popular recreation destinations, as well as several pull-offs for scenic viewing opportunities.

Due to the region's low population density, local airports offer no commercial flights. The Cascade Airport averages 8,000-9,000 operations a year, and the McCall Airport has roughly 43,435 operations a year. The Cascade airport is also responsible for delivering the US mail to backcountry locations. While there are no scheduled commercial passenger flights, the airports do accommodate charter and private aircraft flights. Arnold Aviation and McCall Aviation/Salmon Air charter flights for visitors into the backcountry, and offer short flights between cities with some seasonal variation. The closest commercial carrier is the Boise airport (about a two hour drive from Cascade or three hour drive from New Meadows) that offers 60 flights per day to non-stop destinations throughout the Midwest and Pacific Northwest.

At the community scale, the area is experiencing a transition in transportation preferences where residents are commuting less to work. Of the 10,000 person community, 45% of residents have less than a 10-minute commute time. Between 2000 and 2014, the number of residents with less than a five minute commute rose by nearly 300% (Source: American Community Survey). Within the past decade, the region has improved local pedestrian connectivity. The Cities of McCall, Donnelly, and Cascade have built a number of pathways that will eventually be linked into a cohesive regional pathway system. Cascade has also recently completed the Bicycle and Pedestrian Master Plan, which was funded by the New Mobility West grant. The creation of walkable communities stimulate economic benefits such as higher property values and higher net incomes for office, retail and industrial businesses.

Technology and Innovation

The importance of access to affordable and adequate technology is paramount to the region's economic future. Technology facilitates commerce, attracts key industries, and provides alternative work scenarios for high-tech and incubator businesses such as telecommuting and





flex scheduling. According to several national studies, telecommunications - especially in rural communities - can reduce costs of production and affect profitability, levels of output, income and employment. It can also diversify the economy by facilitating growth of alternative employment and consumption possibilities. Recent studies indicate rural areas are five times more likely to have slower Internet connection speeds compared to urban areas. According to the National Broadband Map, Idaho, the 40th most populous state in the United States, ranks 47th in Internet speed, and 49th in Internet technology. Within the state, the West Central Mountains ranks 15th of 44 in speed and technology.

Many companies, large and small, use e-commerce and e-business to manage operations. The rise of the high-tech industry and dependency on technology demonstrate the need for adequate technological services in the professional arena. Adequate technology transcends into other aspects that contribute to the region's overall quality of life. High-speed Internet provides greater access to healthcare services. It streamlines interaction between

Nationally, Idaho ranks 47th in Internet speed, and 49th in Internet technology.

government agencies and citizens, and protects the public by facilitating and promoting public safety information. With the passing of Senate Bill 1128 in 2011, which requires high school students to take two distance learning courses before graduation, the education system is becoming more reliant on technology.

If distance courses in the West Central Mountains are to be achievable, students must have sufficient and affordable broadband bandwidth to access content from home, which includes two-way interactive video and high definition technology. Community livelihood and the economic future of the West Central Mountains is dependent on the availability of affordable high speed broadband services at bandwidths needed to conduct business in the future, not at the broadband speeds of today.

SURVEY #2: TRENDS AND DESIRES

300 RESPOND

Key Highlights include:

- *Retain and expand jobs in industries such as technology, high-tech and light manufacturing;*
- *Develop multi-use downtown core areas;*
- *Promote smaller, single-family workforce housing;*
- *Improve internet infrastructure;*
- *Expand post-secondary education, vocational and workforce training opportunities;*
- *Expand recreation opportunities to all income levels and abilities.*



EDUCATIONAL, CULTURAL AND RECREATIONAL OPPORTUNITIES

The population is more educated in comparison with Idaho, and the rest of the nation.

EDUCATIONAL OPPORTUNITIES

The West Central Mountains maintains a very educated population in comparison with the rest of the state. According to the 2013 American Community Survey, 92.4% of the population 25 years and over graduated high school compared to the statewide figure of 88%. Of those high school graduates, 34.3% attained a bachelor's degree or higher, a 10% difference from the state average of 24%.

The region's secondary school system is one of the best in the state. The McCall-Donnelly school received a five star rating from the Idaho Department of Education and ranks third in the state, while the Cascade High School ranks eleventh in the state and received a bronze award from the US News and World Report. These achievements are vital to economic development because they attract new families and businesses to the area.

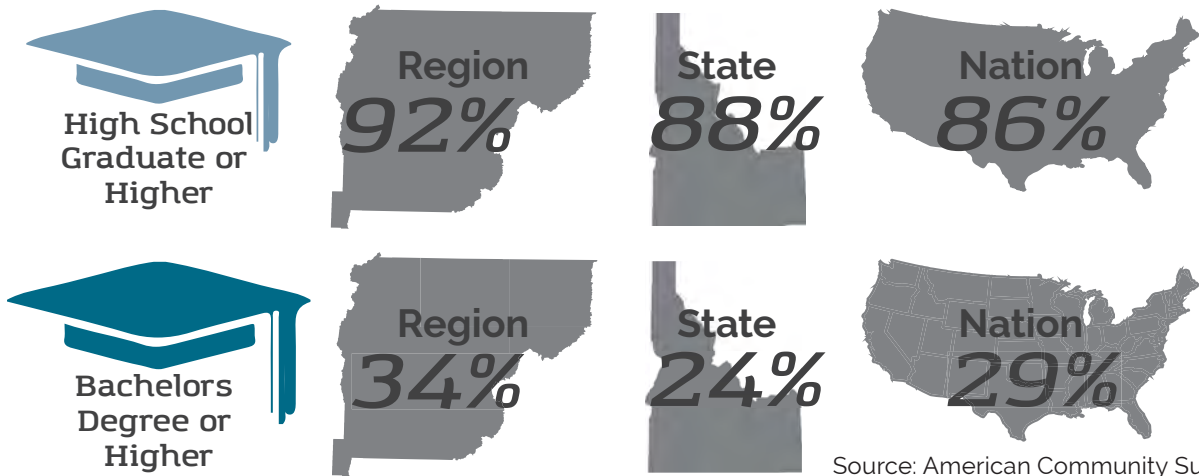
Two post-secondary institutions are located in the West Central Mountains region: The University of Idaho McCall Field Campus (UI-MFC) and McCall College. UI-MFC is a program

of the University of Idaho's College of Natural Resources, and fosters scientific literacy and leadership through graduate and professional education programs. It also provides the only publicly operated K-12 outdoor STEM education school in the state of Idaho. The university considers this campus "untapped potential to become a biological research station", therefore it has recently invested in the development of a six phase, \$6.442 million expansion plan.

The McCall College is a community-based, non-profit facility specializing in workforce and skills development for local employment opportunities. While it does not offer accredited programs/course transfers, McCall College is currently working toward providing these services.

The lack of accredited degree programs in the region requires college-bound residents to out-migrate to attend school. This is reflected in the region's age distribution where only 6.2% of the population is between 20-29 years of age (American Community Survey Census). The

HIGHEST EDUCATIONAL ACHIEVEMENT



Source: American Community Survey Census

importance of human capital within the global innovation economy makes continued education an important community amenity, particularly as it relates to rural economic development. As the economy continues trending toward hi-tech needs, post-secondary accredited programs and workforce training can provide the professional skills employers seek.

CULTURAL OPPORTUNITIES

One of the region's most treasured features is the abundance of cultural opportunities, many of which are supported by non-profit organizations and volunteers. The historic Roseberry townsite, which is maintained by the Long Valley Preservation Society, hosts events aimed at disseminating information about the area's cultural past. The Long Valley Preservation Society also partners with the Folklore Society to bring live music and culture reflective of the region's past to the community, such as the annual summer music festival.

The Arts and Humanities Council, a non-profit organization with a mission to nurture a community rich in culture and creativity, sponsors a number of programs and activities that help the community express itself artistically. Programs include the Children's Theatre, Cabin Fever Art Series, Art School, Kaleidoscope, Festivals, Ice House and Art in The Garden.

The City of McCall has identified public art as an economic development tool and has recently partnered with the McCall-Donnelly school system to have students create art pieces for bus shelters found throughout City.

The region also hosts a number of other activities and programs that include the Payette Lakes Fine Art Festival; the Cascade RV Park Artisans Fair, which features unique hand crafts by guests and instructors at the park; the Art in the Courtyard Show in McCall, which features twenty regional artists; and symphony performances.

The City of McCall has identified public art as an economic development tool and has recently collaborated with the McCall-Donnelly school system to have students create art pieces for bus shelters found throughout City.



"Our McCall Paradise" by Kim Hamilton's 4th Grade Class

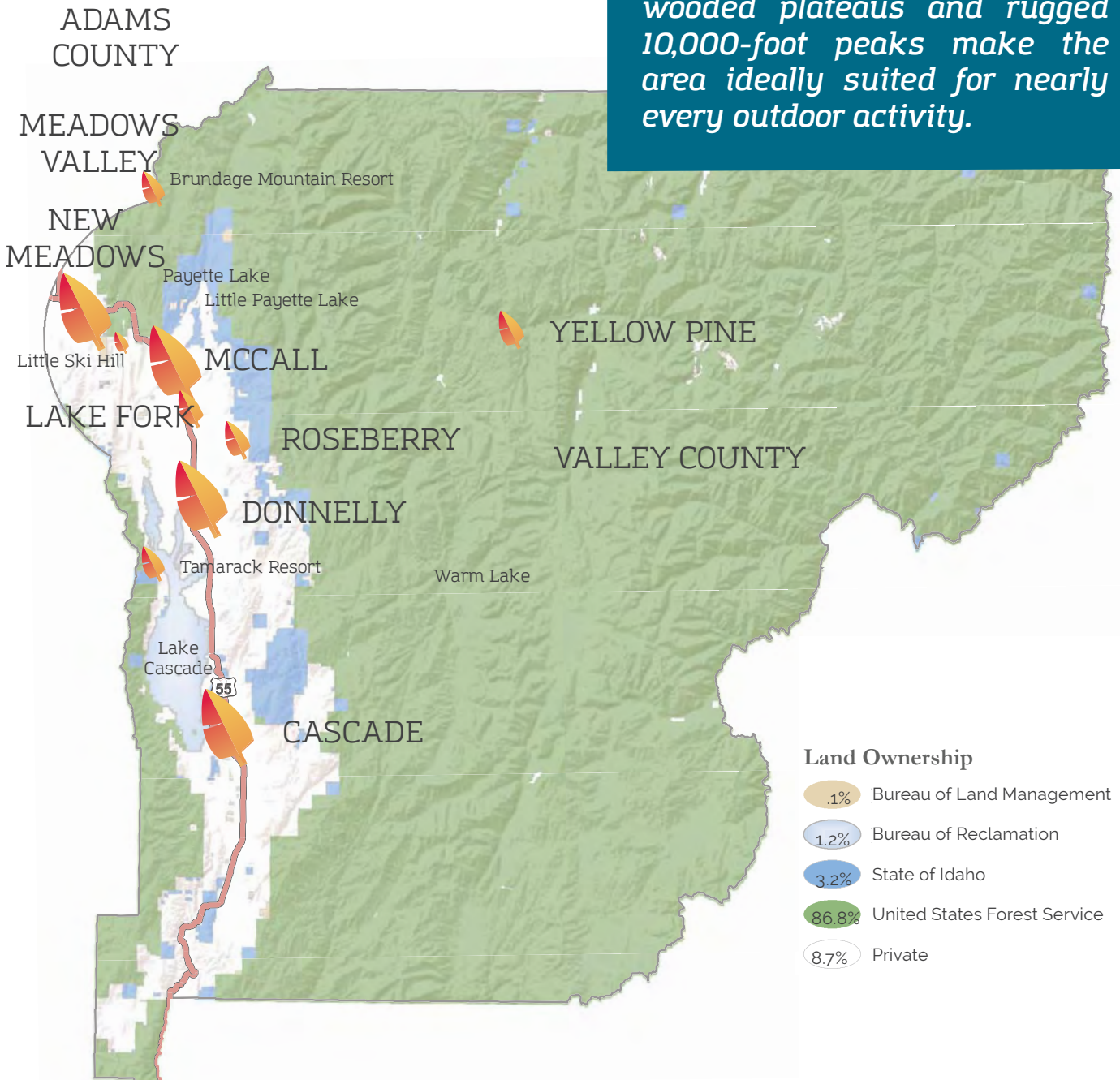


"4th Graders' Interpretation of Idaho" by Melissa Maini's 4th Grade Class



REGIONAL LAND OWNERSHIP

Over 88% of land is public lands and the region's rolling wooded plateaus and rugged 10,000-foot peaks make the area ideally suited for nearly every outdoor activity.



RECREATIONAL OPPORTUNITIES

Stewardship of the land is fundamental to the identity of the West Central Mountains region. Nestled in the Payette, Salmon-Challis, and Boise National Forests, the vast region encompasses three valleys, contains over 300 lakes, and is interconnected by the Payette River National Scenic Byway. It also includes 75 miles of the Centennial Trail, and portions of the Frank Church River of No Return Wilderness, the largest contiguous wilderness area in the Continental United States. The Boise, West, and Salmon River Mountains are the principal mountain chains, and numerous lakes, rivers, springs, cliffs, and meandering creeks enhance the region's natural resources, wildlife habitat, and scenic quality. Over 88% of land is national forest, and the region's rolling wooded plateaus and rugged terrain make the area ideally suited for nearly every outdoor activity.

Natural resources are the lifeblood of the region's culture and economy. It is an environment that is highly sought-out by visitors and residents due to its pristine and various landscape features. When residents were asked to describe the perfect date night in a questionnaire during this Strategy's public outreach effort, 88% of the 189 respondents incorporated the region's scenic quality, a landscape feature (lake, mountain), or an outdoor activity into their response.

The rich landscape and the recreational opportunities it affords are part of the region's economic health. According to the Idaho Department of Labor, the region ranks second in the state for highest concentration of tourism employment. Some of the activities residents and visitors enjoy include rafting, kayaking, stand-up paddleboarding, golfing, water skiing, sailing, fishing, rock climbing, ATV/UTV riding, swimming, mountain biking, hiking, snowmobiling, hunting, snowshoeing, Nordic and downhill skiing, snowboarding, and backcountry heli and CAT tours.





The region has made investments that leverage its natural amenities to promote economic development, enhance the quality of life, create a sense of place, and strengthen community pride. In 2002, the nationally renowned Whitetail golf course was developed that capitalizes on the natural environment to create a course that is both challenging and stunningly beautiful. Today, the course ranks 8th in the state and is considered one of "America's 100 Greatest" courses in Golf Digest.

In 2004, a citizens group formed the Valley County Pathways Committee with a focus on creating a regional, interconnected pathways system used for walking, biking, running, horseback riding, commuting and cross-country skiing. This grassroots movement generated a county-approved pathways master plan that envisions more than 100 miles of pedestrian pathways between McCall and Cascade, including a plan that revitalizes an old railroad right of way, and trails encircling Payette Lake and Lake Cascade. Over the years, the master plan has gained momentum and miles of this trail system have been constructed, improving the public health, public safety, transportation and recreation opportunities.

In 2010, the internationally recognized Kelly's Whitewater Park (KWP) opened, which is a novel, eco-friendly use of the Payette River. It has since hosted two National Kayak Championship competitions, and is the proud host of the Payette River Games, which offers the world's largest prize purse. The games are made available worldwide through real-time video streaming, are broadcast by CBS Sports, and attract over 500 competitors representing 18 countries and 30 states. The economic impact of KWP in 2011, as reported from a study completed by the University of Idaho, was \$600,000, adding jobs and attracting over 40,000 visitors, 15,000 of whom were first-time visitors to the area.

In 2015, the McCall area became a designated Silver Ride Center by the International Mountain Bicycling Association (IMBA). This designation is based on the variety of mountain bike facilities offered that provide options for every ability level and riding style. It places the region on the map as a mountain biking destination, as bikers worldwide review IMBA designations to plan vacations.

A Small Sample of our Region's Volunteer Hours

Organization	2015 Volunteer Hours
Valley County Snowmobile Club	465
McCall Chamber Board	1592
VCEDC	480
ABC	2100
McCall Redevelopment Agency	150
Idaho First Bank	50
St. Luke's McCall	3837
McPaws Regional Animal Shelter	703
Friends of the Library	1228
Heartland Hunger	2500
St. Luke's Auxiliary	6444
McCall Leadership Academy	680
McCall Senior Center	1421
McPaws Thrift Store	420
McCall Area Snowmobile Club	1224
McCall Winter Sports Club	1725
St. Luke's Foundation	835
McCall Artist Connection	2178
Meadows Valley Community Foundation	300
Cascade Community Church for local events	696
Woodstock	3100
Mountains and Meadows	600
Payette River Games	840
Long Valley Garden Club	1167
Western Idaho Community Action Partnership	702
Linus Project	1500
Float Your Boat	660

Organization	2015 Volunteer Hours
Chalk on the Walk	365
Kelly's Academy	20
BSA	650
Donnelly Community Library	1800
Meadows Valley Community Enhancement	482
Youth Advocacy Coalition	300
4 Summit Challenge	2705
Family History Center	500
LDS Humanitarian Quilt Day	240
Lake Cascade State Parks	13,817
Fosdick Tournament	3500
United Methodist Church Preschool and local events	416
Community House Thrift Shop	993
MV Democrats	18
Hope and Healing	50
WIC	25
Red Cross Blood Drive	150
Soup and Scripture McCall	400
Barbara R. Morgan Elementary	1900
Donnelly Elementary	1392
Assistance for Those in Need	120
Valley County Pathways	25
Long Valley Finnish Aid	1000
Cascade Soup and Scripture	60
Booster's Club of McCall	1400
Cascade Chamber of Commerce	960



In August, 2015, construction commenced to build a new geothermally heated pool and the region's first geothermally heated recreation center. This state of the art facility will utilize geothermal technology to heat the pool, outdoor walkways and fitness complex.

Between 2015 and 2016, Tamarack Resort will be undergoing a number of capital improvement projects aimed at enhancing the visitor experience, and building out residential communities. Hiking trails will be cleared of brush, snowmaking operations will be expanded, and the popular Wildwood backcountry ski area will be reopened.

Making these world class recreational amenities available to every member of the community has been a common goal shared throughout the region. For example, the Southern Valley Recreation District offers a program to high school students that provides boats/kayaks in exchange for 60 community service hours. Another program organized by a community supported non-profit is the After School Program at Little Ski Hill, which provides youth an opportunity to learn a variety of winter sports. Transportation is provided, and scholarships are available that help offset the cost of equipment rentals.

CULTURE OF VOLUNTEERISM

In addition to abundant recreational opportunities, the region is also rich in a culture of "giving back," where residents donate thousands of hours annually toward strengthening their community. According to the Corporation for National and Community Service, Idaho ranks second among the nation's 50 states for community volunteerism, averaging 52.8 volunteer hours per capita per year.

Many of these local volunteer hours are spent supporting over 300 community events that occur throughout the calendar year. The majority of the events celebrate the area's natural amenities, and range from sporting races such as the 4 Summit Bike Challenge, to a winter

The region is grounded in a culture of "giving back," where residents donate thousands of hours annually toward strengthening their community.

carnival with professional ice sculpting, to service oriented events such as Woodstock that provides firewood to those in need.

The economic benefits of events include the money generated from thousands of visitors and residents who spend money on and off festival grounds at tourism and non-tourism related businesses alike.

The social benefits of these events are profound as event planning relies upon community members to facilitate all aspects of event operations. These activities result in the establishment of stronger relationships between public and private organizations, neighborhood groups, elected officials, staff, and volunteers, that last well beyond the event, as the collective knowledge, skills and connections are harnessed to improve the community. The multiple economic benefits of these events include revenue generated from thousands of visitors and residents through spending on and off festival grounds at tourism and non-tourism related businesses alike.

Recreation, the arts, education, volunteerism and community events have become integral to the region's culture. This cultural composition helps recruit employees and new businesses to the area by creating an attractive place for companies to locate, and for employees to live. By making quality of life investments that build off the region's assets, the West Central Mountains is strengthening its community identity while providing residents with world-class amenities.



HEALTH AND WELLBEING

Residents capitalize on the area's four-season climate and mountainous terrain to enjoy a variety of outdoor activities year-round. When residents were asked in a questionnaire to list favorite family activities, 98% of the 189 respondents listed at least one outdoor activity. The population is active and healthy, ranking sixth in the nation in health outcomes according to the Robert Wood Johnson Foundation. The good news: the health of the population is only getting better. In 2015, the Robert Wood Johnson Foundation ranked the area in the 90th percentile (only 10% of communities were ranked better) of healthiest communities in America. In a 2013 Centers for Disease Control and Prevention Report, Idaho's 10- to 17-year olds had the third best score in the nation for obesity ratings.

The population is active and healthy, ranking 6th in the nation in health outcomes.

For many rural communities, a lack of immediate access to primary healthcare and emergency services is a major concern, as individuals must travel greater distances for everyday doctors' appointments. Fortunately, the West Central Mountains is ranked second of 44 in the state for clinical care, and third in physical environment, according to the County Health Rankings and Roadmaps. Aspects that contribute to this success include low commute times, low air pollution, access to primary care physicians, and preventable hospital stays.

Although the community is doing well, improvements can be made. Specialty care and healthcare visits requiring higher





technology services are not as widely available. According to the County Health Rankings and Roadmaps, diabetic monitoring is low in comparison with the rest of the state. In addition, the West Central Mountains has lower access to healthy food compared to the state average. The region hosts two farmers markets and a produce co-op, and offers community supported agriculture through deer, elk, bison and fish farms. Local food production could be supported through additional year-round farmers markets, community supported agriculture programs, and innovative agricultural technology such as geothermal greenhouses. Currently, the University of Idaho Cascade Extension Office is working toward providing education opportunities to regional farmers, and establishing a food system coalition through partnerships with the university, local farmers and other entities to help strengthen the local food system. Another goal of the extension office is to expand farmers markets, small scale sustainable agriculture, community supported agriculture, farm to institution programs, and energy efficiency with crop production in the area.





REGIONAL COMMUNICATION

Regional communication, both external (communication to areas outside the region) and internal (communication within the region), is one of the region's biggest obstacles. The West Central Mountains is vast, encompassing 2,654,000 acres. Distance from urban centers and a low population density prevent major television networks from including the area in regular coverage. Events, the lifeblood of the community and much of the economy, are not well-marketed outside the region with a unified message, nor are all of the abundant recreational amenities.

Internal communication is also a challenge. The region lacks broadcast networks and a central hub to efficiently disseminate information locally. Therefore residents are not as well informed as they could be. Proximity between towns is so great that a high degree of coordination is required to communicate regional information effectively. The region is not well-equipped with the tools to reach the public for outreach efforts and to build community buy-in. While the region is blessed with a large network of non-profit and faith-based organizations, duplicative programs have emerged resulting in inefficient use of time and resources.

The region's large geographic area and low population density make communication within and outside the region difficult.





CHAPTER THREE

WEST CENTRAL MOUNTAINS

PLAN: GOALS AND STRATEGIES



WEST CENTRAL MOUNTAINS: IDAHO'S ADVENTURE CORRIDOR

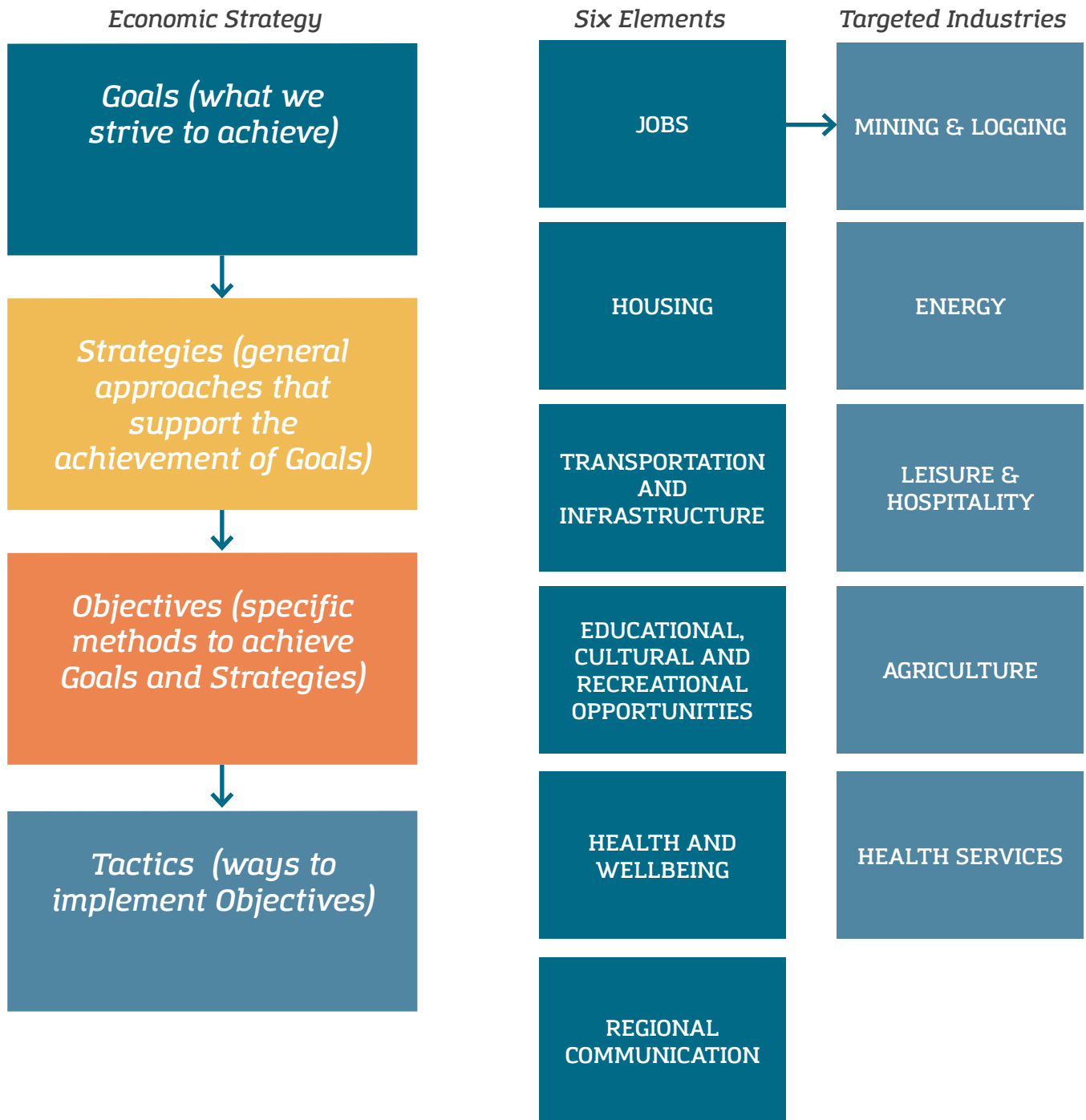


The West Central Mountains Economic Development Strategy contains a short and long-term approach toward continually improving economic resiliency. It addresses six elements affecting the region's quality of life and economic future: Jobs, Housing, Transportation and Infrastructure, Educational, Cultural & Recreational Opportunities, Health & Wellbeing and Regional Communication. Within the Jobs sector, five key industries are identified that our region is well-positioned for: Mining & Logging; Energy; Leisure and Hospitality; Agriculture; and Health Services.

The Strategy's goals, objectives and strategies leverage the region's assets and opportunities to reach the long-term Vision and capitalize on the discussed trends. The goal statements are what we hope to achieve; strategies are general approaches that support the achievement of the goals; and objectives are specific methods used to achieve goals and objectives.

Also included are specific tactics or projects that will be used to implement the strategies. Projects are evaluated against their effectiveness in achieving the Strategy's Vision versus the complexity of implementation to develop short-term and long-term action plans.





CRITERIA OF SHORT-TERM AND LONG-TERM STRATEGIES

Effectiveness

Criteria	Explanation
<i>Scale</i>	Does the tactic benefit the entire region?
<i>Strategic Fit</i>	How well does the tactic meet the Strategy's Vision, trends and goals?
<i>Strengths</i>	Does the tactic capitalize on the region's strengths and tier off other initiatives?
<i>Economic Position</i>	Does the tactic improve the region's economic position?
<i>Affordable</i>	Can the indicator be easily replicated over time without excessive costs or staff time?

Complexity

Criteria	Explanation
<i>Difficulty</i>	How difficult is the tactic to implement?
<i>Cost</i>	What is the tactic's relative cost?

The short-term implementation plan consists of projects to be completed within an 11-month period, while the long-term implementation plan consists of projects to be completed within a 10-year period. Within the Strategy's six elements are 22 objectives and 92 tactics to achieve the Vision.

The Plan's goals, strategies, objectives and tactics are described by element below. The tactics have been drafted in order to provide a targeted solution to improve the economic position of the region. Tactics should be annually monitored in order to adjust and prioritize as necessary.

It is important to note there is overlap among objectives, as the six core elements share many commonalities. For example, the Educational, Cultural and Recreational Opportunities element does not focus on job creation even though the recreation sector significantly contributes to the region's economic base. Nor does this element include workforce education for job readiness even though this element encompasses education. Instead, all initiatives related to job creation and readiness fall under the Jobs element.



VISION

West Central Mountains residents aspire to create a sustainable future by:

- Utilizing and enhancing the strengths of our people;*
- Continuing our rich tradition of community involvement and volunteerism;*
- Leveraging our region's abundant natural and scenic resources;*
- Enhancing the industries that historically made us successful while diversifying our economy for long-term resiliency.*

We will build upon the assets that make our community a desirable place:

- To live, work, play and visit;*
- Where businesses want to invest time and capital;*
- Where our institutions are founded on a culture of inclusion, continuous innovation, excellence, advancement and personal fulfillment.*



OUR JOBS

Five select industries are highlighted within the Strategy, and have been targeted for a variety of reasons. Some industries may not be experiencing growth, but rely on natural resources unique to the region; others may be emerging sectors with potential for growth, while others represent a large concentration of jobs in the region. Collectively, these industries comprise over 50% of total non-government employment in the region. The goal is to support emerging industries while sustaining historic industries to diversify the economy to encourage economic resiliency.

MINING AND LOGGING

Goal: We will capitalize on our natural resources to promote the historic industry sectors of mining and logging in a sustainable manner.

Over the past few decades, the sectors of mining and logging have been on a downward trend. These two sectors played a significant role in the region's history of settlement patterns, economy and culture. The decline of these historic industry sectors has resulted in the loss of value-added activities that diversified the economy and provided permanent employment opportunities with livable wages.

Although market trends suggest the sectors are fading, recent developments suggest otherwise. Midas Gold Idaho, Inc. is applying for a federal permit to expand its mining operation, resulting in a 1,000% growth in permanent, full-time jobs. It has recently acquired drilling rights to expand exploration. Similarly, Evergreen Forest Products has regained momentum, capitalizing on federal grants and innovative business solutions to restore shifts previously eliminated during the recession. Evergreen is also planning to open a secondary site in the contiguous community of Horseshoe Bend, located immediately south of the region.

Strategy 1: Increase the number of permanent, full-time positions in the sectors of mining and sustainable logging.

Objective 1: Provide tools for employers that will help support long-term sustainability.

Tactics:

- | | |
|-------|--|
| JOB 1 | Encourage funding opportunities that leverage economic development dollars and job creation targeted at rural communities to expand natural resource based businesses. |
| JOB 2 | Support environmentally sound and economically feasible extraction of precious metals through claiming previous mining activity locations and reclamation projects. |
| JOB 3 | Encourage new positions are filled with local workers by connecting employers with under/unemployed workers. |
| JOB 4 | Support sustainable logging initiatives with federal agencies that reduce fire risk and increase production. |
| JOB 5 | Promote spin-off industries including milling and wood manufacturing. |





ENERGY

Goal: We will explore alternative energy options to diversify our growing economy.

Energy is vital to every economic and household activity. The region boasts an abundance of hydro, biomass, geothermal and other renewable resources that provide a competitive edge to the local economy. This is particularly relevant in the West Central Mountains, where a number of industries are energy dependent. Exploring the integration of renewable energy sources will make the local economy more resilient, provide more options for economic diversity, and promote technological innovation.

Strategy 1: Explore alternative energy resources within the region.

Objective 1: Expand alternative energy research and development.

Tactics:

- | | |
|--------|--|
| JOBS 6 | Partner with energy providers to create alternative energy development opportunities. |
| JOBS 7 | Support alternative uses for geothermal resources through greenhouse business development, heating districts and electricity generation. |
| JOBS 8 | Investigate the geothermal potential in Cascade through further exploratory drilling. |
| JOBS 9 | Support the development of the region's newest geothermally heated pool in Cascade. |

LEISURE AND HOSPITALITY

Goal: We will capitalize on our existing success in the Leisure and Hospitality sector to remain a tourism destination and assist service industry workers in maintaining year-round employment.

Strategies for increasing tourism require collaboration and coordination on a regional scale. Shared resources, technology and communication tools will allow communities to think regionally.

Strategy 1: Develop a regional approach to enhancing our Leisure and Hospitality sector.

Objective 1: Collaborate and coordinate with all communities within the region to market and promote the region as one destination.

Tactics:

- JOB 10 Prepare data on visitors and dollars spent in the local economy and share with state and local agencies to obtain state funding used to market the region.
- JOB 11 Create and market "Tour Routes" and "Trip Itineraries" to promote region-wide use of recreation amenities.



Strategy 2: Increase the number of year-round employment opportunities.

Objective 1: Provide resources for seasonal employees such as those in the leisure/hospitality sector to secure year-round employment.

Tactics:

- JOB 12 Foster organizations that assist employees working seasonal jobs who desire year-round employment.
- JOB 13 Promote regional collaboration among employers to link seasonal employees.



TACTIC JOBS 12 SHORT-TERM PROJECT
“PARTNER WITH JOB FAIRS, THE PTAC AND SBA TO EXPAND WORKFORCE DEVELOPMENT RESOURCES”

With the establishment of the Valley County Economic Development Council (VCEDC) several initiatives have been undertaken that focus on broadening workforce development opportunities. This project proposes a partnership with local job fairs, the Procurement Technical Assistance Center (PTAC) and the Small Business Association (SBA) to make their resources widely available to the region’s workforce.

AGRICULTURE

Goal: Our agricultural practices will be maintained to support local food growth and distribution, and we will encourage programs that communicate the value of local food.

Agriculture is a vital industry sector in the West Central Mountains. The region has a reputation for the highest quality of meat; however, the decline of small acreage farms has made fresh vegetables, dairy and poultry less available to local consumers. Although agriculture is an important contributor to the West Central Mountains economy, it could be enhanced with better access to markets and diversified products. The University of Idaho Extension Office could provide an invaluable resource to farmers and the community. Because this sector is large, a modest increase in sales could translate into many new jobs and provide the community with healthier food options.

Strategy 1: Diversify the local products of the Agriculture sector.

Objective 1: Develop partnerships and programs that increase local production.



TACTIC JOBS 15 SHORT-TERM PROJECT

“FORM A REGIONAL FOOD COALITION”

The University of Idaho extension campuses in Cascade and McCall could provide an excellent resource to local farmers for education, advocacy, and establishing partnerships with organizations and government agencies. The regional food coalition will create an action plan to apply for funds for curriculum development for courses on farming business strategies and best practices.

Tactics:

- JOB 14 Collaborate to create and market a regional brand for local food and agriculture products with the goal of increasing sales.
- JOB 15 Connect farmers with local university resources to improve techniques for growing, processing, packaging and marketing to increase production.
- JOB 16 Support programs in the secondary education system that promote agricultural careers through relevant curriculum topics and internship opportunities.
- JOB 17 Explore cultivation techniques that take advantage of regional geothermal resources.
- JOB 18 Brand the area as an agritourism destination that includes working ranches, farm to table restaurants and other attractions.





HEALTH SERVICES

Goal: We will expand jobs, facilities and new technologies in the health services sector, while building on our strengths to promote our region's high quality of life.

The Health Services industry is a growing sector in the West Central Mountains economy. St. Luke's Hospital and Cascade Medical Center are among the top ten employers in the region. This sector has been particularly successful, providing state-wide recognition for clinical care, which serves to attract new businesses and residents to the area. Based on Idaho Department of Labor projections, this sector is expected to grow by 37% by year 2025.

Strategy 1: Expand health services for job growth and to ensure immediate access.

The expansion and modernization of St. Luke's McCall will provide space for new technologies including remote delivery modalities such as telehealth, keeping healthcare dollars local and enabling providers to meet the needs of an aging and growing population while yielding community-wide access to advanced healthcare services. It also has a positive impact on the fiscal health of the community. Two hospitals are on the top ten employers list in the West Central Mountains, offering some of the best paying jobs in the region. Advanced healthcare facilities also attract and retain business and industry because they are important factors for businesses seeking to relocate their facilities.

Objective 1: Maintain partnerships with key health providers to expand health facilities and initiatives in the region.

Tactics:

- JOB 19 Market the region's accessible, first-class medical facilities and programs to promote the region's high quality of life.
- JOB 20 Attract healthcare incubators to research and develop innovative medical technologies.
- JOB 21 Provide housing and amenities that attract medical staff and their families.

WORKFORCE EDUCATION

Goal: We will prepare our workforce for jobs through education and training in strategic sectors and emerging markets through curriculum alignment, expanded technology resources, skills development, partnerships and creating career development opportunities.

The West Central Mountains economy is in transition, moving toward employment areas that require technological services. This transition presents an exciting opportunity to diversify the economy; however, it places a stronger emphasis on the preparation and education of our workforce. Skills development must occur at all levels, and stronger partnerships must be forged among educators, industries and employers. By realigning our secondary and postsecondary education with industry needs, we can build upon traditional and emerging trades and skills. Industries are requiring college graduates to be career-ready. Linking industries with educators is critical to ensuring a competency-based education for current and future businesses.

Strategy 1: Expand higher education resources to the broader community.

The unemployment rate for residents between 45-54 years of age is 10.5%, significantly higher than the region's 7.4% average. This age group also represents 15% of the total population. Higher education could have a profound role in the West Central Mountains economy. As the economy continues to transition toward services requiring technology, vocational and career development and training can provide professional skills employers seek. The planned expansion of the University of Idaho McCall Field Campus could attract leadership and spearhead innovation. The expanded professional course offerings at McCall College could also provide ongoing economic momentum by educating our workforce for local business.

Objective 1: Develop and expand partnerships between private industry and post-secondary institutions to provide training specific to employers' needs.

Tactics:

- JOB 22 Provide continuing education courses and certification programs at McCall College.
- JOB 23 Improve access to the expertise, facilities, and resources of colleges and universities to the public and business community.
- JOB 24 Expand the regional college campus through offering professional courses, course transfer and becoming regionally accredited.
- JOB 25 Provide professional certifications in established and emerging industries at the McCall College through partnerships with accredited education institutions, such as Certified Nurse Assistant, Certified Pharmacy Technician, First Aid and CPR, or Certified Mechanic.
- JOB 26 Utilize resources of the University of Idaho Extension Office in Cascade, the U of I McCall Field Campus, or other higher education institutions, to become regionally competitive through programs that provide education on health and finance, sustainable forestry, GIS and ecosystem management, fire, recreation and natural resources, economic development, and agriculture.



TACTIC JOBS 32 SHORT-TERM PROJECT

“EXPAND THE SMALL BUSINESS WORKSHOPS PROGRAM”

The small business workshops will be part of an ongoing attempt to encourage local business innovation and offer support to new entrepreneurs. Sponsored by the Valley Economic Development Council (VCEDC), the workshops will provide resources and tools and be facilitated in cooperation with the Small Business Association and SCORE, and other professional organizations.

TACTIC JOBS 33 SHORT-TERM PROJECT

“EXPAND SCHOLARSHIP RESOURCES FOR THE REGION’S LEADERSHIP ACADEMY”

The Leadership Academy provides a forum for emerging leaders to develop leadership skills through workshops and activities that nurture free thinking, idea-sharing and problem solving. The goal of the program is to provide common ground for collaborating on present and future community projects. Many emerging leaders cannot afford the entrance fee to participate in the program. Providing additional scholarship resources would ensure all residents interested in the program could participate.

TACTIC JOBS 35 SHORT-TERM PROJECT

“CONDUCT A SECTOR DEVELOPMENT ANALYSIS”

Sector development analysis pairs sectors that connect and meet the needs of the community. This analysis identifies which business sectors are more desirable, and which sectors are more compatible with community infrastructure to identify preferences of both the community and businesses. Results can help the community plan for the future, fortifying existing sectors reported as desirable, attracting new businesses currently absent, or invest in infrastructure needed to attract businesses.

TACTIC JOBS 35 SHORT-TERM PROJECT

“IDENTIFY AND DEVELOP SECURE INCUBATOR AND MAKER SPACE LOCATIONS IN CASCADE, DONNELLY, MCCALL AND MEADOWS VALLEY”

West Central Mountains residents agree that affordable and adequate telecommunications is a regional priority. Strategically identifying and developing secure incubator and maker spaces will promote business start-ups and ensure the region stays competitive.

JOB 27 Investigate how business and education can partner with the state agencies to meet the demand for skilled workers.

Strategy 2: Foster a culture of entrepreneurialism. The West Central Mountains maintains a highly educated population. Connecting our residents with a variety of tools and resources would facilitate business start-ups, innovative business solutions, and sustainable career paths.

Objective 1: Connect residents with entrepreneurial tools and resources.

Tactics:

- JOB 28 Utilize shared offices, and creative incubator space to promote cross-pollination of services and foster small business development.
- JOB 29 Create a grants/incentives program that provides a transitional space for home-based start-up businesses to support expansion.
- JOB 30 Continue the new business plan contest and fair including networking opportunities among the contestants
- JOB 31 Continue to connect high school students with entrepreneurialism through presentations about success stories of new business start-ups and opportunities.
- JOB 32 Partner with the Small Business Administration to serve as an ongoing resource related to business start-up, financing, and strategic planning through the establishment of small business workshops in cooperation with SCORE, other professional organizations and small businesses.
- JOB 33 Promote and expand the West Central Mountains Leadership Academy, a forum that immerses participants in leadership scenarios in workshops and activities.
- JOB 34 Encourage Rec-Tech businesses start-ups that design or produce recreational products and services.
- JOB 35 Increase technical support for start-up businesses and entrepreneurs.
- JOB 36 Brand key areas as technology zones to promote high-tech businesses.



OUR HOUSING

Goal: We will provide a diverse housing inventory that is family-friendly, accessible and affordable within a reasonable proximity to employment and transit services to foster healthy, integrated and viable communities.

While the Great Recession had profound impacts on the housing market, since 2013 growth in the West Central Mountains region has been on an upswing. Median home prices have increased considerably within the past year resulting in over 40% of the region's population being burdened by monthly housing costs. The trend in housing sales suggests that residents prefer homes within the \$100K-\$300K price range. However, nearly 8,000 homes are inhabited part-time for seasonal, recreational or occasional use, compared to approximately 1,600 units used for year-round occupation. Of these year-round homes, 79% are detached, single-family. Fundamental to the region's culture is providing high quality of life places for the region's businesses, workforce and families.

Strategy 1: Increase our housing diversity and inventory. Maintaining a diversified housing supply that is immediately available is integral to any region's livability. Homes must be suitable for all life stages and lifestyles. A housing supply that is immediately available is also crucial, as it provides opportunities for residents to live within the community in which they work.

Objective 1: Enable the workforce to secure housing that meets budgetary and lifestyle needs.

Tactics:

- HOU 1 Provide development incentives for workforce housing.
- HOU 2 Encourage development in areas that support jobs, transportation, transit and infrastructure connectivity.
- HOU 3 Develop a regional housing plan that identifies shared values related to workforce housing needs.

Objective 2: Define and develop funding mechanisms to support workforce housing.

Providing affordable housing options has positive effects on the economy and attracts a desired workforce. Workforce housing places less financial burden on homeowners and renters, and increases disposable income to stimulate economic growth.

Tactics:

- HOU 5 Provide development incentives for workforce housing.
- HOU 6 Encourage development in areas that support jobs, transportation, transit and infrastructure connectivity.

TACTIC HOU 6 SHORT-TERM PROJECT

“ESTABLISH A REGIONAL HOUSING TRUST”

In the past year, the region has been working toward establishing a Regional Housing Trust, a public/private partnership that supports the construction, acquisition and preservation of workforce housing. So far, three housing summits have been conducted that addressed policies restricting the development of workforce housing, the types of housing the public desires, and the formation of a housing trust.

Objective 3: Develop and implement strategic plans, and partner with organizations that create quality of life places that attract tourists and year-round employment and residents.

Tactics:

- HOU 7 Encourage the formation of diverse organizations of property owners, business owners, and residents to develop grassroots solutions for revitalizing downtowns.
- HOU 8 Offer a mix of uses and destinations that encourage residents and visitors to live, work, play, and learn in downtown cores of the region’s communities.
- HOU 9 Develop policies and economic incentives that promote sustainable, resilient communities.
- HOU 10 Support housing opportunities in economic cores such as downtowns where supportable infrastructure is present.

Strategy 2: Develop a regional Home Builders Association. Support and strengthen our construction industry through partnerships and cooperation.

Objective 1: Support and strengthen our construction industry through collaboration with real estate, mortgage and finance companies, and materials suppliers, opening opportunities for construction in desired sectors.

Tactics:

- HOU 11 Establish a network of real estate, mortgage and finance industries, and materials suppliers and trades.
- HOU 12 Create apprenticeship and trade opportunities.
- HOU 13 Create a premier builder certification program that provides community standards and quality control.





OUR TRANSPORTATION AND INFRASTRUCTURE

Goal: We will improve the character and interconnectedness of our transportation and infrastructure to boost our local economy, support the projected population growth, and encourage the growth of new businesses. These improvements will be planned to meet growth projections to provide better access to healthcare, education and alternative work scenarios for current and future needs.

Efficient transit and roadways and adequate utility infrastructure are paramount to a region's economic success. Even when adequate, they must be planned to address anticipated growth projections. The West Central Mountains has made a concerted effort to address the region's most critical infrastructure challenges: inadequate transportation infrastructure; lack of access into the region; and inadequate technology. The 2008 Valley County Transportation Master Plan addresses the impacts of growth on the transportation system and discusses transportation needs, and the funding mechanisms available for future projects. At the time the Plan was implemented, projected infrastructure improvement costs over the next five years were at \$185 million. Inadequate airport facilities were cited as another major obstacle, affecting the mobility of both people and goods. Slow internet connectivity remains a challenge as well. The combined effects of aging infrastructure, lack of access into the region, and inadequate technology pose a substantial challenge to the economic vitality of the region. If the movement of people and goods is limited, then businesses and residents will look elsewhere to invest and work.

Strategy 1: Expand our transportation and infrastructure to meet anticipated growth projections. Access to the community is limited due to transportation corridors, bridge restrictions, and low population density. The separation from interstate travel corridors is confining for many economic activities.

TACTICS TRANS 7 SHORT-TERM PROJECT
**“EXPLORE EXPANDED SERVICE OF
THE TREASURE VALLEY TRANSIT”**

Treasure Valley Transit (TVT) is a rural public transit system that provides shuttle service to destinations throughout the region, with discounted rates for seniors/disabled residents. Currently, Meadows Valley is not located within the service area making key amenities, such as grocery stores and medical facilities, difficult to access. This project proposes the expansion of TVT to Meadows Valley.

TACTIC TRANS 7 SHORT-TERM PROJECT
“CONSTRUCT BUS KIOSKS FOR TVT RIDERS”

Providing safe and accessible public transit is the primary goal of Treasure Valley Transit. This project proposes constructing two kiosks, one in Donnelly and one in Cascade, to allow riders of all abilities to access the shuttle in a comfortable and safe setting.

TACTIC TRANS 9 SHORT-TERM PROJECT
**“IDENTIFY VETERANS’ NEEDS THROUGH STRENGTHENED
PARTNERSHIPS”**

The West Central Mountains region is vast and although veterans services are available, accessing these resources can be challenging given the distance required to reach them. Through a strengthened partnership with the Veterans Administration, the region can ensure veterans’ needs are being met, and identify potential partnership opportunities.



Objective 1: Promote commerce through improved regional connectivity.

Tactics:

- TRANS 1 Continue to revitalize the transportation infrastructure through adequate road, bridge, pathway and sidewalk improvements, paving and upgrades.
- TRANS 2 Promote daily bus routes that connect the region to Boise and Spokane.
- TRANS 3 Support funding mechanisms, such as local-option tax packages, for transportation and infrastructure rehabilitation projects.
- TRANS 4 Promote cooperation among jurisdictions for infrastructure improvement projects, including regional funding options.
- TRANS 5 Support initiatives to update inadequate or aging water, sewer and electrical infrastructure.
- TRANS 6 Support the completion of the multimodal transit center as proposed through the regional location analysis.
- TRANS 7 Expand hours, service area and locations for bus kiosks of the Treasure Valley Transit.
- TRANS 8 Explore rideshare opportunities, including park and ride centers.
- TRANS 9 Expand regional transit system between medical centers, churches, grocery stores and other life resources for veterans.

Strategy 2: Improve the region's technology to meet current and future demand.

The West Central Mountains is an attractive location for small businesses and entrepreneurs because of the region's lifestyle and quality of life amenities. Increased telecommunication and Internet connectivity will support growth by allowing businesses to operate in a less constrained manner. At the same time, it will retain businesses and broaden educational opportunities, improving our region's quality of life. A principal goal of the West Central Mountains Economic Development Strategy is to ensure the region remains competitive. Technology is at the heart of the 21st Century and providing adequate and affordable technological services will help all industry sectors compete.

Objective 1: Work with the private and public sectors and local telecommunication companies to determine and fulfill existing and future infrastructure needs, and make these services affordable to all.

Tactics:

- TRANS 10 Increase bandwidth to targeted areas such as downtowns or high-tech areas.
- TRANS 11 Support the expansion of the footprint of broadband to rural areas and assist in broadband extension to less populated areas.
- TRANS 12 Incorporate broadband and technology into regional comprehensive plans.



OUR EDUCATIONAL, CULTURAL AND RECREATIONAL OPPORTUNITIES

Goal: We will foster a community that treasures its youth and embraces opportunities for personal fulfillment, rich in programs for lifelong learning, arts and entertainment. We believe in enlarging our extraordinary network of nonprofit organizations, volunteerism, and community involvement.

The West Central Mountains is known for its natural beauty, which has profound effects on the recreation sector and the choices people make to live here. Managing our local resources in a sustainable manner while integrating world-class recreation and community amenities will attract new visitors to the area, and create quality of life places for our residents to live. Preparing our youth for future success allows for options including the ability to remain in the area and enjoy all that is offered here.

Strategy 1: Increase the number of career development opportunities for teens and young adults residing in the community.

West Central Mountains has a very low young adult population. Outmigration is cited as the primary reason due to lack of higher education and professional opportunities. This statistic is expressed through the 12.8% unemployment rate for 20- to 24-year-olds (the rate for 24- to 45-year-olds is 4.10%), and the 6.2% of the population representing this age bracket. Young people need a strong foundation at the K-12 level. This objective aims to support and strengthen our K-12 system so that all students will leave high school prepared for success in higher education.

Objective 1: Promote career development and readiness in the secondary school system by engaging students, parents, educators and business.



Tactics:

- ECR 1 Encourage dual enrollment opportunities for junior and senior high school students that will challenge students and enable them to accrue college credit.
- ECR 2 Establish partnerships between public schools and local businesses to create and market internship opportunities that expose students to different career paths and develop hands-on skills.
- ECR 3 Develop community service-oriented youth programs in support of the region.

Strategy 2: Expand educational enrichment programs for our youth.

Objective 1: Develop programs through partnerships with non-profits and government agencies focused on educational enrichment.

Tactics:

- ECR 4 Support public library services to provide more educational programs.
- ECR 5 Explore opportunities with large employers to provide on-site pre-kindergarten school programs.
- ECR 6 Partner with the parks and recreation system to develop after school enrichment programs.

Strategy 3: Preserve and protect our recreational and natural assets to enhance the quality of life of the region. Strategies include the preservation of historic buildings and open space areas while empowering individual communities to make decisions on desired character, the integration of mixed use development, and multi-modal transportation options.

Objective 1: Develop a complete and integrated regional multi-modal trail system that is accessible year-round, promotes transportation alternatives, expands recreation opportunities, and creates momentum for healthier lifestyles.



TACTIC ECR 11 SHORT-TERM PROJECT
**“EXPAND THE CONNECTIVITY OF THE VALLEY COUNTY
PATHWAYS SYSTEM AND INTO ADAMS COUNTY**

The Valley County Pathways Master Plan delineates a robust pathway system within Valley County. Examining potential connections in adjacent counties will enhance regional connectivity and further promote healthy lifestyles.

TACTIC ECR 19 SHORT-TERM PROJECT
“OPERATION FACELIFT”

Operation Facelift is modeled after a very successful program in Magic Valley, Idaho. It is a voluntary program that involves each participating community to identify a business, or several businesses, for major facade improvements. Donations from local suppliers are welcome.

TACTIC ECR 12 SHORT-TERM PROJECT
**“ESTABLISH THE NORTHERN VALLEY RECREATION
DISTRICT”**

As recreation amenities continue to expand, the need for a regional recreation district becomes more pronounced. The purpose of the Northern Valley Recreation District will be to finance, acquire, construct, maintain, or operate any park, activity center or recreational facility.



SURVEY #3: STRATEGIES AND TACTICS

287 RESPOND

Key Highlights include:

- *Over 100 residents would like to see a housing trust established that assesses workforce housing needs, identifies opportunities, develops partnerships and identifies funding mechanisms;*
- *Finding year-round work for seasonal employees is a shared desire;*
- *Over 100 respondents would like to see the expansion of the regional park system, sidewalks and trail system;*
- *The majority of respondents would like to see increased partnerships between public schools and local businesses for internship opportunities.*

Tactics:

- ECR 7 Continue to support the implementation of the Valley County Pathways Master Plan, the Payette River Basin Water Trails Plan, and other existing community trail plans.
- ECR 8 Support ordinances that allow for year-round recreational opportunities on trail systems.
- ECR 9 Strategically identify opportunities to expand parks and green space to create an interconnected park system with greenways and trails.
- ECR 10 Encourage partnerships that promote a culture and environment of healthy living.
- ECR 11 Expand the Valley County Pathways Master Plan by linking the Weiser River Trail in Meadows Valley.
- ECR 12 Support the Valley County Economic Development Council in its plans for a Northern Valley Parks and Recreation District encompassing the Donnelly/McCall area and Meadows Valley.
- ECR 13 Expand access to open space and publicly owned lands throughout the region by supporting the efforts of Valley County Pathways and motorized recreation.
- ECR 14 Develop partnerships with state and federal agencies to explore additional funding mechanisms for long-term maintenance of trails on a year-round basis.

TACTIC ECR 18 SHORT-TERM PROJECT
“CONSTRUCT KIOSKS WITH DONATION BOXES AT KEY LOCATIONS ON TRAILS”

The region can capitalize on its culture of volunteerism and activism by constructing kiosks asking for voluntary monetary contributions from trail users to support the long term implementation and maintenance of the trail system.

Strategy 4: Promote, market and expand the region’s vast recreational and cultural amenities. Event venues and recreational amenities are critical to the social and economic fabric of the West Central Mountains. By continuing to provide world-class recreational and cultural amenities, the region can leverage these assets as key economic drivers.

Objective 1: Develop cultural and recreational venues that meet the needs of the community and promote additional programs that attract visitors and provide employment opportunities.

Tactics:

- ECR 15 Support the regional and national promotion of the world class high-tech Kelly’s Whitewater Park (KWP) in Cascade, which provides an outdoor venue that attracts recreational tourists, provides jobs, and increases traffic to the downtown retail businesses.
- ECR 16 Expand year-round cultural arts, educational, and conference-type events through the utilization of a new event facility.
- ECR 17 Through the Northern Valley Recreation District, help establish a year-round recreational facility that will include walking paths and an indoor recreation center.

Objective 2: Develop public/private partnerships that help with the long-term maintenance of recreational amenities.

Tactics:

- ECR 18 Support a community effort that encourages voluntary monetary contributions to generate revenue for ongoing trail maintenance and construction.
- ECR 19 Partner with local organizations to create a volunteer network to help with long-term maintenance needs.



TACTIC HW 1 SHORT-TERM PROJECT
“DEVELOP PARTNERSHIPS THAT ENHANCE YOUTH PROGRAMS AND PARTICIPATION”

Several agencies, institutions and organizations offer a variety of youth activities within the region. By developing partnerships with program providers, the region can become more collaborative to enhance activities, encourage participation, and identify ongoing needs.

OUR HEALTH AND WELLBEING

Goal: We look forward to providing universal access to healthcare, through expanding health infrastructure, education and wellbeing initiatives to promote active and healthy lifestyles that will assist all segments of our population.

A healthy lifestyle is a critical factor to economic growth as it improves life balance and work-force productivity. By broadening our preventative programs and access to recreational amenities, we will ensure residents of all socioeconomic backgrounds have access to the same wellness programs.

Strategy 1: Foster an active and healthy culture. Developing a system that works in conjunction with health education, access to healthy foods and recreation facilities will encourage healthy life choices and alleviate the burden of preventative health issues on our medical facilities. These initiatives must start at an early age to ensure healthy habits continue through adulthood.

Objective 1: Expand K-12 healthy initiative programs to encourage healthy habits.

Tactics:

- HW 1 Promote public/private partnerships to increase educational opportunities focused on healthy eating and active living.
- HW 2 Encourage activity programs that involve multi-generational participation for exercise and bonding.

Objective 2: Promote a healthy community by further connecting recreation and healthy options to all income levels.

Tactics:

- HW 3 Promote the development of a prescription trails program by providing necessary information on trails systems and collaborating with healthcare practitioners.

TACTIC HW 5 SHORT-TERM PROJECT **“INVESTIGATE INTEREST IN A COMMUNITY GARDEN IN MEADOWS VALLEY”**

The region is committed to providing healthier food options that are local and affordable. Community gardens have been developed in Donnelly and Cascade, and have been widely successful. This project will investigate public interest in developing a community garden and develop the necessary partnerships for project implementation.

- HW 4 Encourage partnerships that provide recreational opportunities at all income levels through scholarships programs and affordable equipment options.
- HW 5 Promote local food production and the “food economy” through farmers markets, community supported agriculture, geothermal greenhouses, and farm to institution programs.
- HW 6 Identify appropriate locations for community gardens, farms that support local food production, and support local farm to table programs.
- HW 7 Support local initiatives that work with local grocers to create campaigns to provide and purchase local foods.
- HW 8 Partner with the Valley-Adams Health Improvement Coalition to promote walkability as a key initiative.
- HW 9 Identify regional health/wellbeing resources for the creation of resource guides for youth and adults



TACTIC COM 1 SHORT-TERM PROJECT
***“ESTABLISH A WEST CENTRAL MOUNTAINS REGIONAL
ECONOMIC SUMMIT”***

An annual regional summit will include regional representatives from Adams and Valley counties. The purpose will be to provide a forum to facilitate dialogue between communities to monitor and ensure the ongoing success of regional endeavors, and identify new opportunities for regional collaboration.

TACTIC COM 5 SHORT-TERM PROJECT
“DEVELOP A FOREST RESTORATION SUMMIT”

The summit would address restoration projects forecasted by public land management agencies for a 1-5 year time frame to create a more predictable and consistent program of work. This could be accomplished through better and more regular communication between entities that sponsor restoration projects, as well as external communication with business interests about forecasted projects.

TACTIC COM 5 SHORT-TERM PROJECT
***“ESTABLISH A FOREST RESTORATION SERVICES
DIRECTORY”***

Many restoration specialists within the region do not have the capacity or desire to be a prime contractor for federal agencies. They are however, willing and able to perform work as subcontractors to a prime. This project provides prime contractors a centralized directory of local workforce skills, and connects workers to restoration job opportunities.



OUR REGIONAL COMMUNICATION

Goal: We will develop reliable methods of communication to keep the region informed and engaged despite our large geographic area and lack of broadcast networks.

Due to the large geographic area the West Central Mountains encompasses, as well as its distance from urban centers and broadcast networks, it is difficult to remain connected as a region. A great need exists to provide a reliable portal for dissemination of regional news and information. Effective communication will enable us to work collaboratively and efficiently without duplicating efforts.

Strategy 1: Develop a communication framework that disseminates information on a regional scale.

Objective: Establish a collaborative, regional network to continue to maintain a cohesive regional conversation; increase transparency internally and externally; inform, educate and obtain community buy-in; evoke civic pride; and promote our regional identity.

Tactics:

- COM 1 Establish an annual regional summit that provides a forum for ongoing community dialogue.
- COM 2 Develop a quarterly newsletter that keeps residents informed of community updates and upcoming events.
- COM 3 Create a comprehensive regional website that provides regional information to improve communication.
- COM 4 Develop broadcast opportunities.
- COM 5 Improve external communication with federal agencies to connect workforce to restoration job opportunities.
- COM 6 Market the West Central Mountains as one destination.



TACTIC COM 6 SHORT-TERM PROJECT
“IMPROVE REGIONAL ACCESS TO GRANT WRITING RESOURCES”

Because of the region’s low population density, communities have limited resources to locate and apply for grants. The VCEDC will apply for an economic development grant from the Idaho Department of Commerce to offset administrative costs associated with completing grant applications. The region will provide matching funds to support ongoing grant writing services to help acquire the funding to implement projects.

TACTIC COM 6 SHORT-TERM PROJECT
“CREATE A MARKETING CAMPAIGN THAT BRANDS THE REGION AS ONE DESTINATION”

The region boasts an abundance of recreational, cultural, educational and economic resources that have created quality of life places to live, work, play and conduct business. This project includes the development of a comprehensive marketing campaign and communications strategy that brands and promotes the region as one destination for business or pleasure. It will build off the branding concept conducted during the preparation of this Economic Development Strategy, and also serve as a resource for residents and businesses for community events, happenings, and programs such as small business workshops and scholarship programs for youth. Projects requiring public or monetary support will be highlighted to help them gain momentum. Information will be available on printed materials, posted on the region’s website, advertised in newspapers, and presented on other online media.

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CHAPTER FOUR

WEST CENTRAL MOUNTAINS: SHORT-TERM PLAN

11-MONTH PROJECT IMPLEMENTATION PLAN

Project	Related Tactic	Lead Organizations	Milestones
JOBS			
Partner with job fairs, PTAC and SBA to expand workforce development resources	JOBS 12	VCEDC	Advertise job fairs in rotary chambers, media outlets and local groups. Partner with the PTAC (Procurement Technical Assistance Center), and the Small Business Association (SBA) to participate in existing workforce trainings and workshops to make these resources better available. Partner with existing job fairs.
Form a Regional Food Coalition	JOBS 15	Steering Committee, University of Idaho extension educator; Valley County Farm Bureau; McCall Farmers Market; St. Luke's Hospital	Gather regional stakeholders and form a food coalition; offer Cultivating Success Program for new farmers and ranchers; strengthen partnerships to seek grant funding
Expand the Small Business Workshops Program	JOBS 32	VCEDC	Enhance partnership with business community; new businesses opened, permits issued, attendees, business licenses issued
Expand Scholarship Resources for the region's Leadership Academy	JOBS 33	West Central Mountains Leadership Academy; VCEDC	Market program to the region for support and interest; provide additional scholarship monies for participants; number of enrollees; number of businesses sponsoring the program
Sector Development Analysis	JOBS 35	University of Idaho Extension Campus	Apply to the University of Idaho to be a selected community for this program; Work with Economic Development Specialist from University of Idaho to gather input from the West Central Mountains through surveys; Share results with the community
Identify and develop incubator/maker spaces in Cascade, Donnelly, McCall and New Meadows	JOBS 35	Steering Committee, Frontier	Identify and develop incubator and maker space location capabilities with hot spot WiFi capabilities in Cascade, Donnelly, McCall and New Meadows. Include the business community and public in the decision making process.



Attract Business	Overcome Trends	Job Creation	Improve Infrastructure	Improve Tech/Education	Impact Housing	Improve Regulatory Env.	Leverage Funding Resources	Creative Response	Public/Private Partnerships	Resources and Relationships Needed	Schedule
	●	●	●	●			●	●	●	\$1,000 to support job fair advertisement and facility rental use fees; partnership with PTAC, job fairs and SBA; marketing materials.	Spring of 2016 develop partnerships with job fairs, PTAC, SBA; Summer 2016 organize job fair to be held in October 2016 and February 2017, when seasonal workers are being laid off; Market job fair to community through advertisements, rotary chambers, media outlets.
	●	●		●			●	●	●	\$2,500 to help jump-start program; partnerships with University of Idaho, Valley County Farm Bureau, McCall Farmers Market and St. Luke's Hospital.	Spring of 2016 gather regional stakeholders; Summer 2016 offer Cultivating Success Program for new farmers and ranchers; Summer 2016 (ongoing) strengthen partnerships to seek grant funding.
●	●	●		●			●	●	●	\$1,000 to support workshop and market the program to the public and business community.	March 2016 and every subsequent 6 months hold workshops.
	●			●				●	●	\$1,000 funding for scholarship funds and public outreach; increased partnerships with business community.	Spring 2016 outreach to business community; summer 2016 public outreach; Fall 2016 hold a new leadership workshop
●		●					●	●	●	\$2,500 for application and outreach process	Spring 2016 apply to program; Summer-Fall 2016 public outreach; Winter 2017 share survey results
●	●	●	●	●			●	●	●	\$10,000 to develop a partnership with Frontier and implement the technology at specified locations.	Spring 2016 identify incubator and maker space locations with input from the public and business community; Summer 2016 implement infrastructure for incubator/ maker spaces.

11-MONTH PROJECT IMPLEMENTATION PLAN

Project	Related Tactic	Lead Organizations	Milestones
HOUSING			
Establish a Regional Housing Trust	HOU 6	VCEDC	Form a board of directors and non-profit, develop marketing materials to inform the public
TRANSPORTATION AND INFRASTRUCTURE			
Expand service of the Treasure Valley Transit (TVT)	TRANS 7	TVT, Steering Committee, New Meadows	Development of a route between Meadows Valley and McCall; Market to residents of Meadows Valley to gauge interest and support.
Construct bus kiosks for TVT riders	TRANS 7	Steering Committee	Build a kiosk in Donnelly and in Cascade; acquire land permits for construction; design approval; engage the community for volunteer time to support construction and materials.
Identify Veterans' needs through strengthened partnerships.	TRANS 9	Steering Committee	Survey the local American Legion chapters to identify veterans' needs and partner for future initiatives.
EDUCATIONAL, CULTURAL & RECREATIONAL OPPORTUNITIES			
Expand the Valley County Pathway system into Adams County	ECR 11	Steering Committee, Valley County Pathways	Investigate grant opportunities through the Idaho Regional Travel Grant Program (ITC); conduct public hearings for support; create maps that illustrate the trail routes.
Operation Facelift	ECR 19	Department of Commerce	Partner with local communities, businesses, and building material suppliers; public outreach for volunteer support.



Attract Business	Overcome Trends	Job Creation	Improve Infrastructure	Improve Tech/Education	Impact Housing	Improve Regulatory Env.	Leverage Funding Resources	Creative Response	Public/Private Partnerships	Resources and Relationships Needed	Schedule
	●				●	●	●	●	●	Partnerships for the board of directors; public/private partnerships with developers and communities; \$5,000 to support the creation of the Housing Trust.	Spring 2016 form the board of directors and begin seeking non-profit status.
			●				●		●	Capital to support grant exploration and writing; capital to support the service expansion.	Spring 2016 dialogue with TVT for extended services; Spring 2016 public outreach; Spring 2016 explore grant opportunities to help fund the expansion.
			●				●		●	\$10,000 for permits, materials and design	Spring 2016 design kiosks and solicit public comment; Summer 2016 acquire permits and outreach to public for materials and volunteer support; Spring 2017 construct kiosks.
									●	Partnerships with the Veterans Administration and American Legion	Winter 2016 meet with the VA to define potential partnership opportunities and projects.
			●				●		●	\$2,500 to develop maps, apply for ITC grant, and conduct public hearings	Spring 2016 investigate grant opportunities; create maps that illustrate trail routes; Summer 2016 conduct public hearings.
●			●					●	●	\$1,000 Public/Private partnership with local suppliers, businesses, Department of Commerce and communities.	Spring 2016 outreach to public, communities, local businesses and suppliers.

11-MONTH PROJECT IMPLEMENTATION PLAN

Project	Related Tactic	Lead Organizations	Milestones
Establish the Northern Valley Recreation District	ECR 12	VCEDC, Chambers of Commerce; Cities of McCall, Donnelly and Meadows Valley; Valley County; Southern Valley County Recreation District; Valley County Parks and Recreation; Adams County	Get measure put on ballot; create board of directors; establish a non-profit; public outreach; create a strategic plan.
Construct kiosks with donation boxes at key locations on trails	ECR 18	Steering Committee	Develop partnerships with Central Idaho Mountain Bike Association (CIMBA), Valley County Pathways, Valley County Road Department, Idaho Department of Labor, Forest Service; acquire building permits for kiosks; undergo design approval process; create informational pamphlets for support; construct kiosks.
HEALTH AND WELL-BEING			
Develop partnerships to enhance youth activities and participation	HW 1	Collaboration of youth advocacy coalition; St. Luke's Hospital; University of Idaho 4H programs; Steering Committee; Cascade Cultural Arts Council	Create a public/private partnership with organizations, institutions and agencies that offer youth programs to identify needs and opportunities for collaboration, and to promote programs
Investigate interest in a community garden in New Meadows	HW 5	University of Idaho Master Gardeners Extension; Local Food Banks; St. Luke's Hospital	Public outreach to investigate interest; develop partnerships to create a community garden



Attract Business	Overcome Trends	Job Creation	Improve Infrastructure	Improve Tech/Education	Impact Housing	Improve Regulatory Env.	Leverage Funding Resources	Creative Response	Public/Private Partnerships	Resources and Relationships Needed	Schedule
			●				●	●	●	\$4,000 to establish non-profit; Partnerships with McCall, Southern Valley Recreation District.	Summer 2016 public outreach, establish partnerships, create board of directors and get measure put on ballot; Spring 2017 create strategic plan
			●						●	\$10,000 to acquire permits, create materials and construct kiosks	Spring 2015 develop partnerships; Summer 2015 public outreach with informational materials, building permits and design approval process; Fall 2016 construct kiosks
	●			●			●		●	Public/private partnerships	Spring 2016
	●		●	●			●	●	●	\$2,500 to support shop classes, provide building materials to construct community gardens; public/private partnership with University of Idaho, St. Luke's, food banks and New Meadows	Spring 2016 develop partnerships and conduct public outreach; Fall 2016 construct garden beds; Spring 2017 plant beds

11-MONTH PROJECT IMPLEMENTATION PLAN

Project	Related Tactic	Lead Organizations	Milestones
REGIONAL COMMUNICATION			
Establish a regional summit	COM 1	VCEDC	Develop a subcommittee of the VCEDC that is comprised of regional representatives from Adams and Valley counties to focus on regional planning, to be named the West Central Mountains Planning. Formalize workplan for ongoing coordination.
Establish a forest restoration services directory	COM 5	VCEDC	Develop partnership with business community; public outreach for participation to post skills; post skills directory on central website
Develop a forest restoration summit	COM 5	VCEDC, Idaho Department of Commerce, US Forest Service, Bureau of Reclamation and Bureau of Land Management	Establish partnership with federal and state agencies for ongoing coordination; organize and hold summit.
Improve regional access to grant writing resources	COM 6	VCEDC	Apply for Idaho Regional Travel Grant through Idaho Department of Commerce that would offset administrative costs associated with grant applications



Attract Business	Overcome Trends	Job Creation	Improve Infrastructure	Improve Tech/Education	Impact Housing	Improve Regulatory Env.	Leverage Funding Resources	Creative Response	Public/Private Partnerships	Resources and Relationships Needed	Schedule
	●					●	●	●	●	Partnerships among communities	Fall 2015 establish a sub-committee; Spring 2016 conduct regional summit to outline objectives; Fall 2016 conduct progress meeting on projects being implemented
●		●		●					●	Partnership with business community	Spring 2016 public outreach to build directory and contact business community of the project; Summer 2016 post directory to website and contact businesses of its availability
●		●							●	Partnership with federal and state agencies	Spring 2016 develop partnerships with federal and state agencies; Fall 2016 organize restoration summit; Spring 2017 hold restoration summit
							●	●	●	\$20,000 for initial administrative support to submit, obtain and manage grants	Spring 2016 hire staff

11-MONTH PROJECT IMPLEMENTATION PLAN

Project	Related Tactic	Lead Organizations	Milestones
<p>Create a marketing campaign that brands the region as one destination</p>	<p>COM 6</p>	<p>VCEDC, Public Relations Subcommittee, Steering Committee, Chambers</p>	<p>Develop communications strategy that brings together all communities to identify key messages, programs and assets to market to residents, visitors and businesses; prepare Idaho Regional Travel grant to support the development of a communications hub that disseminates regional information through online and printed materials; prepare online and printed materials.</p>



Attract Business	●		
Overcome Trends	●		
Job Creation	●		
Improve Infrastructure			
Improve Tech/Education			
Impact Housing			
Improve Regulatory Env.			
Leverage Funding Resources	●		
Creative Response	●		
Public/Private Partnerships	●	Partnership with all communities; \$10,000 to develop a communications strategy with key messages for internal and external communication. \$10,000 to develop a central hub that disseminates information, including but not limited to public outreach opportunities for programs being implemented, trail maps, regional "trip itineraries," reasons why the region is a great place to conduct business, entrepreneurial/educational/cultural/recreational opportunities, housing incentives. \$7,000 to produce and distribute printed maps and brochures.	Spring 2016 develop a communications strategy and apply for Idaho Regional Travel grant; Summer 2016 develop online and printed materials
Resources and Relationships Needed			
Schedule			

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CHAPTER FIVE

WEST CENTRAL MOUNTAINS

MEASURE: LONG-TERM

PROGRESS



CRITERIA OF METRICS



The long-term strategy is the bridge between the Vision and project implementation. It provides an adaptive management program that allows the region to annually review progress toward achieving the Vision, and develop strategies for implementation. The members of the Steering Committee, under the umbrella of VCEDC, will continue to lead the next steps in the planning process, approving the allocation of funds, monitoring success, leading teams focused on specific tactics, measuring progress, and updating the long term Strategy as needed. The intent will be to measure the results and modify programs when intended goals are not being met.



Effectiveness

Criteria	Explanation
<i>Relevant</i>	Is the indicator relevant to the Strategy's Vision?
<i>Reliable</i>	Is there a reliable source for the data so that the indicator can be consistently and accurately tracked over time?
<i>Clear</i>	Is the indicator simple and easy to understand, not relying on overly complex definitions or calculations that will be difficult for decision makers to understand?
<i>Usable</i>	Will the indicator be useful in evaluating Strategy objectives and can implementation lead to changes in this indicator over time?
<i>Affordable</i>	Can the indicator be easily replicated over time without excessive costs or staff time?

The long-term approach is to update the Strategy on a continuous basis. This monitoring program will facilitate ongoing analysis to identify new opportunities and revisions of existing strategies, to address shortcomings, changing demands and needs. As projects begin to take effect, needs and goals will evolve. Regular benchmarking will be integral to understanding how the region is doing, and what can be done better. Metrics will focus on measuring the region's progress and have been developed to meet five basic criteria: relevant, reliable, clear, usable and affordable.

A work plan for implementing the West Central Mountains Economic Development Strategy should be established each year to review the performance of strategies. In addition, work completed within the past year should

be evaluated to identify new strategies for implementation. The work plan may also include the implementation of preemptive corrective actions. The resources required to implement the work plan will be considered, along with the parties responsible for implementing the strategy. As strategies are completed and/or new best practices, technology, and information become available, the work plan may include new strategies and tactics.

A more extensive check-in should occur every ten years. The ten-year update should be an effort to build on the lessons learned through the annual review of indicators. If drastic changes have occurred in the community, or goals are not being met, supplementary strategies should be recommended in addition to the annual work plan.

HOW WILL WE MEASURE SUCCESS?

Objective	Performance Measure	Benchmark
JOBS		
<i>Targeted Industries</i>		
Mining and Logging		
Provide tools for employers that will help support long-term sustainability.	<ul style="list-style-type: none"> Number of jobs 	<ul style="list-style-type: none"> Mining: 25 Logging: 140
Energy		
Expand alternative energy research and development.	<ul style="list-style-type: none"> New projects utilizing alternative energy 	<ul style="list-style-type: none"> 2015: 1 (geothermal pool and recreation center)
Leisure and Hospitality		
Collaborate and coordinate with all communities within the region to market and promote the region as one destination.	<ul style="list-style-type: none"> Annual Number of Visitors Annual Visitation Dollars Spent 	<ul style="list-style-type: none"> Baseline data to be generated during first year of implementation
Provide resources for seasonal employees such as those in the leisure/hospitality sector to secure year-round employment.	<ul style="list-style-type: none"> Number of full-time jobs 	<ul style="list-style-type: none"> 1,150
Agriculture		
Develop partnerships and programs that increase local production.	<ul style="list-style-type: none"> Number of jobs 	<ul style="list-style-type: none"> 53
Health Services		
Maintain partnerships with key health providers to expand health facilities and initiatives in the region.	<ul style="list-style-type: none"> Number of jobs 	<ul style="list-style-type: none"> 468
<i>Workforce Development</i>		
Develop and expand partnerships between private industry and post-secondary institutions to provide training specific to employers' needs	<ul style="list-style-type: none"> Placement in training programs at McCall College Number of professional certifications granted Number of programs offered at the University of Idaho extensions 	<ul style="list-style-type: none"> Baseline data to be generated during first year of implementation



Source	Resources and Relationships Needed
<ul style="list-style-type: none"> • Census 	Partnerships with federal, state and local agencies
<ul style="list-style-type: none"> • Multi-jurisdictional 	Additional studies that investigate geothermal potential
<ul style="list-style-type: none"> • Data prepared by towns 	Prepare data on visitation and dollars spent in the local economy and share with jurisdictions; multi-jurisdictional cooperation
<ul style="list-style-type: none"> • Idaho Department of Labor 	Partnerships with job fairs, the Procurement Technical Assistance Center, Small Business Association
<ul style="list-style-type: none"> • Idaho Department of Labor 	Partnerships with the University of Idaho extension educator for research and education outreach, Valley County Farm Bureau, McCall Farmers Market, St. Luke's Hospital
<ul style="list-style-type: none"> • Idaho Department of Labor 	Partnerships with health providers to determine work skills needed and potential incubator opportunities
<ul style="list-style-type: none"> • McCall College • University of Idaho Extension Office in Cascade • University of Idaho McCall Field Campus 	Partnerships with McCall College, the University of Idaho extension campuses, and the business community

Objective	Performance Measure	Benchmark
Connect residents with entrepreneurial tools and resources.	<ul style="list-style-type: none"> • Business Start-ups • Leadership training participants 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation • 11 leadership participants
HOUSING		
Enable the workforce to secure housing that meets budgetary and lifestyle needs.	<ul style="list-style-type: none"> • Distribution of housing types 	<ul style="list-style-type: none"> • 79% Single Detached • 10% Mobile Home • 3% 5-9 Unit Apartment • 3% 3-4 Unit Apartment • 2% 10-19 Unit Apartment • 3% Duplex
Define and develop funding mechanisms to support workforce housing.	<ul style="list-style-type: none"> • Percentage of burdened households (those that contribute more than 30% of income toward monthly housing expenses) 	<ul style="list-style-type: none"> • 2014: 40%
Develop and implement strategic plans, and partner with organizations that create quality of life places that attract tourists and year-round employment and residents.	<ul style="list-style-type: none"> • Number of downtown plans • Number of projects identified in plans that are implemented 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation
Develop a Regional Home Builders Association.	<ul style="list-style-type: none"> • Number of participating entities 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation



Source	Resources and Relationships Needed
<ul style="list-style-type: none"> All communities McCall Chamber of Commerce 	Partnership with the Small Business Administration, the Procurement Technical Assistance Center, and funding to support VCEDC in workshops for high school students, small businesses, and potential business owners
<ul style="list-style-type: none"> Census 	Partnerships with developers and large employers to encourage a more diverse housing inventory. Ongoing collaboration between County and local jurisdictions in identifying land for workforce housing
<ul style="list-style-type: none"> Census 	Partnerships with the County to donate land for workforce housing
<ul style="list-style-type: none"> All communities 	Regional collaboration and coordination among all communities
<ul style="list-style-type: none"> TBD 	Partnerships with real estate, mortgage and finance companies and materials suppliers

Objective	Performance Measure	Benchmark
TRANSPORTATION		
Promote commerce through improved regional connectivity.	<ul style="list-style-type: none"> • Transit Ridership • Transit service area • Miles of infrastructure and road improvement projects outlined in regional transportation plans 	<ul style="list-style-type: none"> • TBD
Work with the private and public sectors and local telecommunication companies to determine and fulfill existing and future infrastructure needs, and make these services affordable to all.	<ul style="list-style-type: none"> • Average regional Internet Speed 	<ul style="list-style-type: none"> • 2014: Below 3 mbps
EDUCATIONAL, RECREATIONAL & CULTURAL OPPORTUNITIES		
Promote career development and readiness in the secondary school system by engaging students, parents, educators and business.	<ul style="list-style-type: none"> • Placement in internship, mentoring and training programs • High school graduation rate 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation • 99% for MDHS; Cascade 63%
Develop programs through partnerships with non-profits and government agencies focused on educational enrichment.	<ul style="list-style-type: none"> • Number of youth programs • Number of youth program participants 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation
Develop a complete and integrated regional multi-modal trail system that is accessible year-round, promotes transportation alternatives, expands recreation opportunities, and creates momentum for healthier lifestyles.	<ul style="list-style-type: none"> • Miles of bike routes/lanes/trails • Average daily commute time 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation • 10 minutes (2014)
Develop cultural and recreational venues that meet the needs of the community and promote additional programs that attract visitors and provide employment opportunities.	<ul style="list-style-type: none"> • Number of community events • Number of attendees at community events 	<ul style="list-style-type: none"> • Baseline data to be measured during first year of implementation



Source	Resources and Relationships Needed
<ul style="list-style-type: none"> Treasure Valley Transit 	Funding and partnerships to expand transit service area, coordination with communities
<ul style="list-style-type: none"> Link Idaho 	Secure funding to support a technology needs assessment and provide solutions to making technology adequate, equitable and affordable. Develop necessary public/private partnerships to ensure long-term viability
<ul style="list-style-type: none"> Cascade/McCall-Donnelly Public Schools 	Partnerships with the K-12 public education system, business community and local universities/colleges
<ul style="list-style-type: none"> Parks and Recreation departments, non-profit organizations, churches, University of Idaho extension offices 	Partner with local Parks and Recreation departments, recreation organizations, and other organizations focused on youth programs.
<ul style="list-style-type: none"> Parks and Recreation Departments Census 	Additional funding to implement the Valley County Pathways Master Plan
<ul style="list-style-type: none"> University of Idaho, McCall Music Society and all communities, Chambers of Commerce 	Partnership with the McCall Music Society to identify opportunities for events; coordination among communities

Objective	Performance Measure	Benchmark
HEALTH AND WELL-BEING		
Expand K-12 healthy initiative programs to encourage healthy habits.	<ul style="list-style-type: none"> • Child obesity rate 	<ul style="list-style-type: none"> • National and state rankings
Promote a healthy community by further connecting recreation and healthy options to all income levels.	<ul style="list-style-type: none"> • Percent of residents that live within a quarter mile of a park • Number of residents participating in needs-based recreational programs • Healthy food access • Number of food pantries 	<ul style="list-style-type: none"> • Percentage of residents measured through 2014 • Number of participants through 2014 • % of residential units within a .25 mile of a full service grocery store • Number of food pantries measured through 2014
REGIONAL COMMUNICATION		
Establish a collaborative, regional network to continue to maintain a cohesive regional conversation; increase transparency internally and externally; inform, educate and obtain community-buy-in; evoke civic pride; and promote our regional identity.	<ul style="list-style-type: none"> • Number of website hits • Number of inquiries 	<ul style="list-style-type: none"> • Baseline data to be generated during first year of implementation



Source	Resources and Relationships Needed
<ul style="list-style-type: none"> Centers for Disease Control and Prevention 	Partnerships with the K-12 public education system and teen center, and parks and recreation departments
<ul style="list-style-type: none"> Parks and recreation/GIS analysis (TBD) Parks and recreation GIS Analysis Community Planning 	Coordination between jurisdictions for data sharing and analysis
<ul style="list-style-type: none"> VCEDC Steering Committee 	Resources to create a marketing campaign that brands the region, creates key messages, and establishes a clear communications protocol.

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APPENDIX

PUBLIC SURVEY SUMMARIES



PUBLIC SURVEY #1 RESULTS

INTRODUCTION:

The "West Central Mountains Speak: Where are we now?" survey was used to facilitate collecting feedback from as many members of the community as possible on the challenges we are facing. The survey was promoted to the community through public events, newspaper advertisements, email blasts, postcards, flyers and the project website.

A total of 198 surveys were collected. The majority of respondents reside in McCall; however the region was well represented, with 46% from McCall, 19% from Cascade, 2% from Meadows Valley, 19% from Donnelly, 6% from Valley County, and 12% from other regions of Idaho.

The survey presented top regional initiatives being proposed/implemented in five core elements affecting the economy: Jobs; Housing; Transportation & Infrastructure; Education, Cultural and Recreational Opportunities; and Health & Wellbeing. Survey respondents were asked to rank the top 3 initiatives that would have the most impact within the core elements. The results from the survey are summarized below.

KEY HIGHLIGHTS:

- Almost 88% of the respondents incorporated the region's scenic quality, a landscape feature (lake or mountain), or an outdoor activity as part of their response.
- Lifestyles and desired experiences often involve an outdoor recreation activity which supports the initiative of branding the region as "Idaho's Adventure Corridor."
- A variety of winter sport opportunities are available and desirable in the region, however, trends show a significant decrease in visitation in the winter months. Therefore, the region should increase marketing and services offered to tourists all year-round.
- Resorts that offer a range of opportunities

based on a theme or experience would likely attract visitors.

- Local community events, spending time downtown watching live music and visiting restaurants are staple activities in the community.
- Because the majority of the region's youth tend to not stay in the area, visiting family or going on a family vacation was cited as a reason to leave the region.
- Many respondents make day trips to Boise for shopping, especially for larger ticket items, large quantity of shopping (i.e. back to school shopping), or to find cheaper merchandise.
- McCall College should focus expanding courses that cater to the sciences and business education.
- Workforce housing for all income levels is desired, but middle income single family residential housing was primarily identified as a need.
- Residential areas should include amenities such as walking paths and bike trails.
- High tech jobs, computer programming and value-added manufacturing are key emerging employment sectors. Business incubator space should be designed to accommodate new growth sectors.
- Businesses should look to expand in Cascade which is truly becoming a place of its own with restaurants and entertainment.
- 60% of respondents with children over the age of 18 stated that all of their children had left the region to work and raise a family.

KEY RESULTS:

Describe a perfect date night in the region:

Describing the perfect date night illustrates some of the great aspects of the community. Although there are too many



experiences to list, respondents mentioned dinner of some kind, either in a downtown location, a picnic in one of the parks, or cooking on the grill at home. Almost 88% of respondents incorporated the region's scenic quality, a landscape feature (lake or mountain), or an outdoor activity as part of their response. Common answers included dinner at sunset, dinner at a restaurant along Payette Lake, hiking or riding to a summit, and picnicking by the river. Activities such as biking, going for a walk around the lake, and paddling or hiking to a view were often incorporated as part of the experience. This supports the initiative of branding the region as "Idaho's Adventure Corridor."

The classic "dinner and a movie" was mentioned often as well. Entertainment such as watching live music or going to The Roxy Theater in Cascade are good "dinner and a movie" options.

Describe some of your favorite family activities in the region:

Outdoor recreation, primarily hiking and other activities in nature, are important to families in the West Central Mountains. Winter sports, such as downhill skiing, cross-country skiing, snowboarding, and sledding are also activities enjoyed by most families. A variety of winter sport opportunities are available and desirable in the region, however, trends show a significant decrease in visitation during winter months. Therefore, the region should increase marketing and services offered to tourists all year-round. Again, the majority of the activities identified incorporated being outdoors and interacting with the recreational landscape. The vast amounts of public lands enable motorized recreation (ATVing, four wheeling and snowmobiling), berry and mushroom picking, fishing, and camping. The lakes in the region are popular for kayaking, fishing and boating. Resorts that offer a range of opportunities based on a theme or experience would likely attract visitors.

Local community events and spending time

downtown watching live music and visiting restaurants are also staples in the community. Eating sushi in McCall was mentioned often.

Favorite Family Activities

Favorite Family Activity	Responses
Recreation	72
Winter Outdoor Sports	56
Fishing	38
Boating	28
Berry/Mushroom Picking	27
Around Town/Community Events	23
Camping	21
Motorized Recreation	19
Swimming	16
Hot Springs	13
Rafting	11
Hunting	9
Golfing	8
Flying	4
Team Sports	4
Other	4

What are some activities you enjoy doing that require traveling outside the region?

Respondents of the survey expressed that there are plenty of activities and experiences in the West Central Mountains; however, sometimes it is necessary or desired to visit other places in Idaho or the larger city of Boise. A few respondents suggested that the region has all that it needs. Although there are a variety of recreational opportunities in the West Central Mountains, there are specific types of recreational opportunities or destinations to visit outside of the region such as fishing the

Snake River, rafting the Salmon River, skiing Park City or visiting the deserts of Idaho. Sporting events, museums, and concerts are often enjoyed outside of the region. Because the majority the region's youth tend to not stay in the area, visiting family or going on a family vacation was cited as a reason to leave town. Key destinations for vacations included the ocean or warmer climates. Reasons to venture to the bigger cities included family activities such as bowling, roller skating, and amusement parks. A larger variety of restaurants, especially ethnic food, exist outside of the West Central Mountains. The majority of respondents would make a day trip to Boise for shopping, especially for larger ticket items, large quantity of shopping (i.e. back to school shopping), or to find cheaper options.

Activities in Demand	Responses
Shopping	30
Outdoor Recreation	29
Visit Family	22
Arts & Culture	20
Movie Theater	18
Ocean/Beach	18
Family activities	11
Restaurants	11
Vacation	9
Sporting Events	6
Flying	3
Golfing	1
Health Care	1
Wine Tasting	1
None	7

If you had vocational training/postsecondary education opportunities available to you within the region, what would you study?

Sciences are in high demand, especially related to natural resources such as wildlife, fisheries, forestry, botany, and biology. Business courses, including a Master's in Business Administration, would draw a range of students from throughout the region. Some classes offered at McCall College are currently offered to the greater community, such as Art and Computer Information Classes. The College should focus on expanding courses that cater to the sciences and business education. Apart from traditional post-secondary education opportunities, hobby classes such as photography, gardening, home improvement, local history/knowledge, and natural resources (wildlife identification, berry identification) would draw an interested crowd. This can likely be attributed to the large number of highly educated and retired citizens.

Desired Education Opportunities	Responses
Sciences	36
Business	16
Hobby	15
Arts	13
Health Care	12
Computer	11
Hospitality	6
Language	6
Skilled Trade	6
Education	3
Graphic Design	3
Other	6



What types of housing would you like to see built?

The primary themes of desired housing in the West Central Mountains are "affordability" and "quality." Workforce housing for all income levels is desired, but middle income single family residential housing was primarily identified in the survey. "Affordable" can range depending on income and means. Affordability, as identified by respondents, could range from \$100,000 to \$300,000. Housing developments should be developed with a mix of styles and affordability and provide amenities such as pools, walking trails and green space. Single family housing that is affordable is preferred over apartments or multi-family units. However, higher density housing was deemed appropriate in strategic locations, such as downtowns, to promote walking and biking.

Desired Housing Type	Responses
Workforce	44
Workforce: Single Family	26
Low income	16
Single Family	10
Multifamily	9
Sustainable/Tiny House	8
Vacation/Cabin	8
Small	6
Higher Density	4
Amenities	3
Other	16

What jobs are missing in the region?

In general, jobs that are permanent, full-time, and pay a decent wage are highly desired in the region. The specific types of industry that respondents want to see are industrial or manufacturing jobs. High tech jobs, graphic design, geographic information systems, or computer programming, are key emerging jobs. Hospitality and recreation-oriented jobs, which currently employ 23% of the workforce, will continue to be in demand. Skilled technical workers that provide welding, automotive repair, and electrical are needed to support residents.

Other jobs that are missing in the region include transportation-oriented (airport, highways) jobs, teaching/college positions, senior services, and call centers. It is important to note that although jobs do exist in the region, housing affordability often keeps the desired type of worker from living in the region.

Desired Job Type	Responses
Industrial/Manufacturing	25
Permanent/Full-time	23
Higher-paying jobs	19
High Tech	14
Hospitality	9
Professional	9
Skilled Technical/Trade	9
Recreation	6
Any Type	4
Natural Resources	4
Jobs with Remote Capabilities	3
Retail	3
Agriculture	2
Other	8

Where could you see opening a business within the region?

The most practical locations to open a business in the region are the cities of McCall and Cascade. The downtowns of these cities were specifically noted, along with the other cities in the region. Businesses should look to expand in Cascade which is truly becoming a place of its own with restaurants and entertainment.

Business Location	Responses
McCall	44
Cascade	27
Donnelly	10
Downtowns	10
Meadows Valley	10
Along highways	6
Lake Fork	5
Tamarack Resort	4
Boise	3
Office/Industrial park	1
Smith's Ferry	1
Anywhere/Unsure	9

What would it take to open a business in the region?

Above all, money in the form of capital, financial backing, or access to investors is identified as being needed to get a business running in the West Central Mountains. It is clear that tourist-oriented businesses are well-supported; however, this comes with seasonal variability. Shops and restaurants that cater to local consumers, along with tourists, are the viable businesses that can exist year-round. Creating a business plan and understanding how to make it through the off-season with a good idea, hard work, patience and determination

are stated as key attributes of any business in the West Central Mountains.

In addition, businesses need an educated and committed workforce. Quality, high paying jobs are needed to attract a quality workforce. Manufacturing/light industrial was mentioned as a way to provide quality paying jobs and produce a value-added export. Seasonal fluctuation in jobs equals a high turnover rate, which requires more training and resources. This issue is compounded by the need for workforce housing in the region.

City support and coordination was also cited for infrastructure (roads, pedestrian improvements, and telecommunications upgrades), business-friendly policies, and possible incentives.

What Would it Take to Open a Business?	Responses
Money	60
Community Support/ Sustainable Customer/ Year-round	27
Workforce	14
Business Ethic/Plan	12
City Support/Coordination	8
Affordable space	7
Affordable housing	5
Infrastructure	4
Tourist Oriented	4
Light Industrial/ Manufacturing Sector	3



Are your kids planning on staying in the region to work and raise a family?

60% of respondents with children over the age of 18 stated their children had left the region to work and raise a family. Respondents stated that the reasons their children were unlikely to stay or return is due to the type, availability, and wages of jobs; affordability/high cost of living; or desire to live elsewhere. Whether residents' children left or stayed, most stated their children had to leave to attend college. However, it is important to note many residents do not have kids or they have retired to the area and their kids never lived in the West Central Mountains.

Likelihood of Kids Staying in the Region	Responses
Not Applicable (No kids or kids never lived in the area)	34
Unsure (or too young to know)	24
No	51
Unlikely	6
Some (One or more has moved away)	7
Yes	22

PUBLIC SURVEY #2 RESULTS

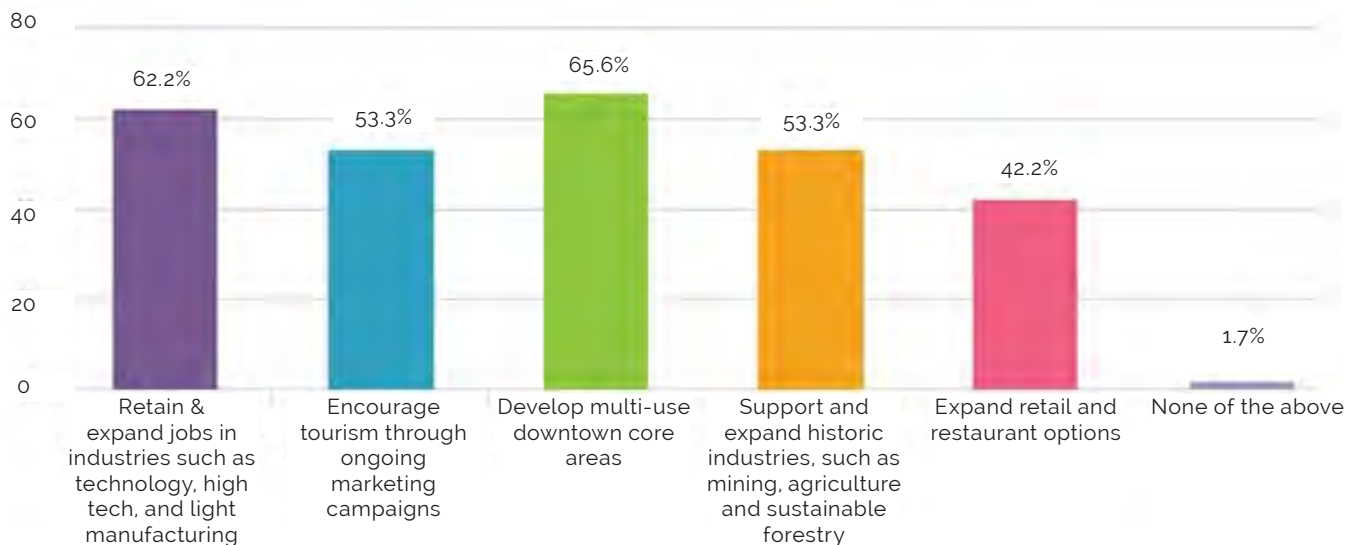
INTRODUCTION:

The "West Central Mountains Speak: Where are we now?" survey was used to facilitate collecting feedback from as many members of the community as possible on the challenges we are facing. The survey was promoted to the community through public events, newspaper advertisements, email blasts, postcards, flyers and the project website.

A total of 300 surveys were collected. The majority of respondents reside in McCall; however the region was well represented, with 46% from McCall, 19% from Cascade, 2% from Meadows Valley, 19% from Donnelly, 6% from Valley County, and 12% from other regions of Idaho.

The survey presented top regional initiatives being proposed/ implemented in five core elements affecting the economy: Jobs; Housing; Transportation & Infrastructure; Education, Cultural and Recreational Opportunities; and Health & Wellbeing. Survey respondents were asked to rank the top 3 initiatives that would have the most impact within the core elements. The results from the survey are summarized below.

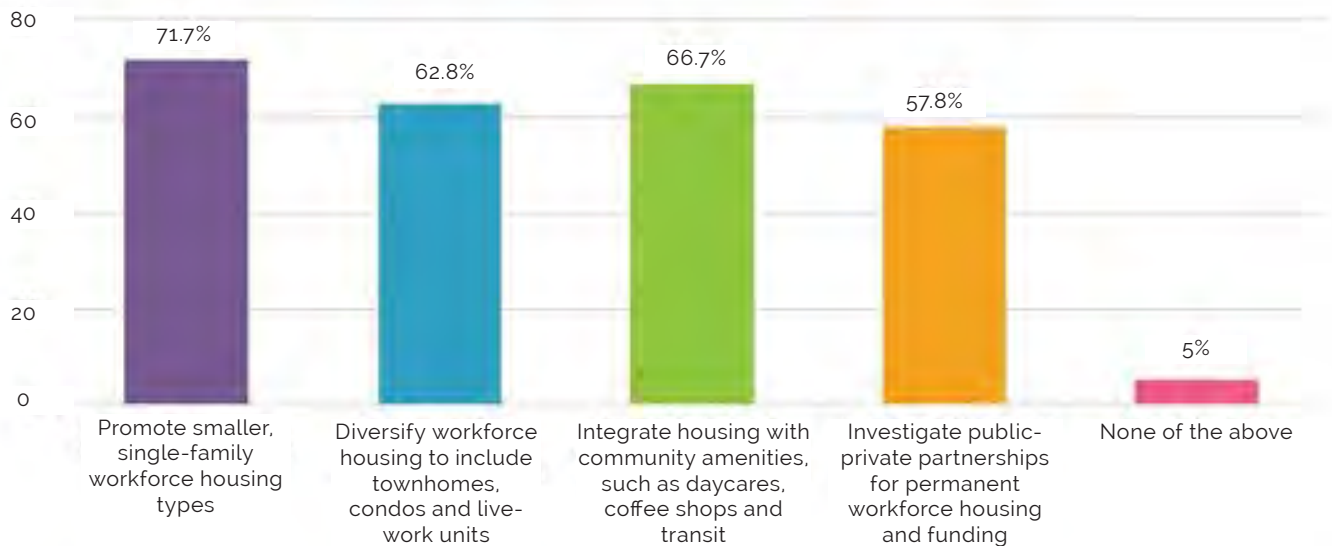
The region is working to diversify employment options. What factors do you feel are most important to accomplishing this goal? Please select your top 3 choices:



While the majority of respondents selected 3 of the 5 initiatives presented in the multiple choice answer, several provided other key initiatives the West Central Mountains can focus on to increase economic development. Below is a summary of key findings:

Initiatives to Diversify Employment Options	Responses
Workforce Housing	38
Expand Recreation Opportunities to Promote Tourism	22
Enhance Higher Education Opportunities	12
Improve Technology Capabilities	12
Attract Businesses with Higher Paying Jobs	10
Foster a Culture of Entrepreneurialism	7
Enhance Secondary Education System	3
Support and Expand All Industries	3
Enhance Healthcare Services	2
Expand Green Energy Potential	2
Expand Employment in Federal Agencies	2
Expand Programs of the Arts	1
All of the Above	1

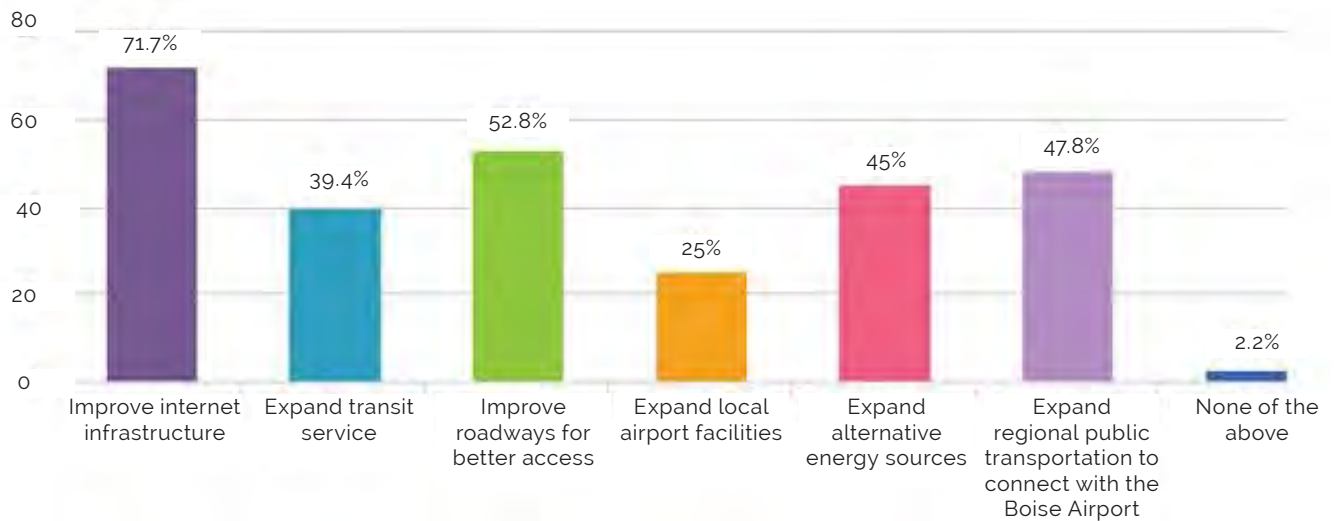
Maintaining a diversified housing stock is integral to any region's livability. What factors do you feel are most important to making the region's housing more affordable? Please select your top 3 choices:



While the majority of respondents selected 3 of the 5 initiatives presented in the multiple choice answer, several provided other key initiatives the West Central Mountains can focus on to diversify housing options. Below is a summary of key findings:

Initiatives to Diversify Housing Options	Responses
Develop Multi-Use Downtown Cores	15
Provide More Affordable Rental Housing Options	12
Support Green Technology in Housing Developments	6
Incentivize Housing Share for Seasonal Homes	1
Create a Non-Profit for Housing Services	1

Accessible transportation, sound infrastructure and reliable, fast internet are key elements to business success, especially in rural areas. What are the top 3 choices you feel would be most effective?

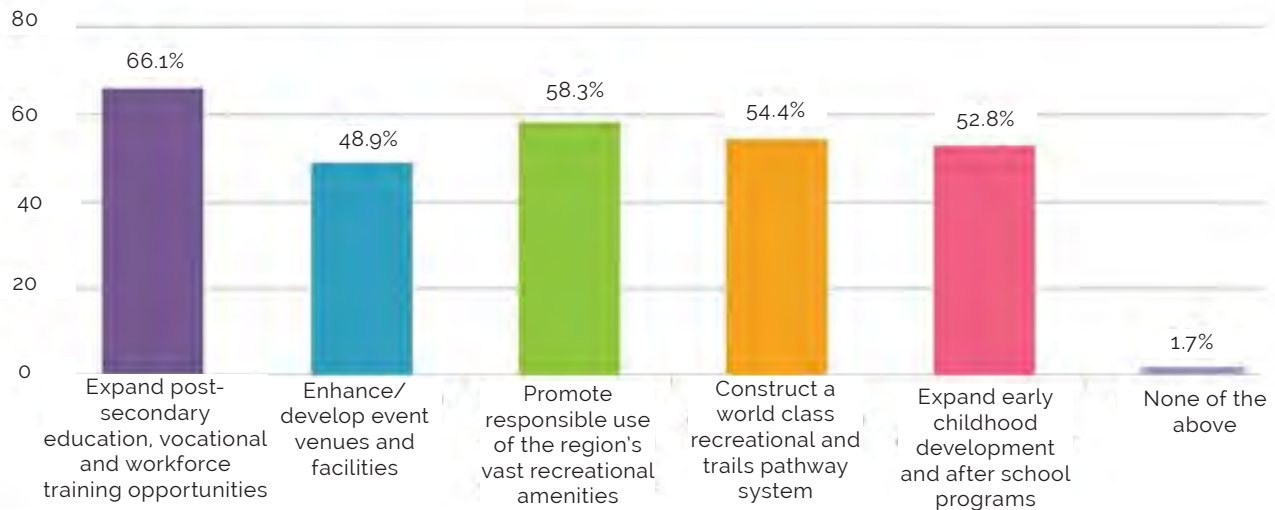


While the majority of respondents selected 3 of the 5 initiatives presented in the multiple choice answer, several provided other key initiatives the West Central Mountains can focus on to improve transportation and infrastructure. Below is a summary of key findings:

Initiatives to Improve Transportation and Infrastructure	Responses
Expand Local and Regional Pathways and Bicycle Lanes	9
Improve Cell Phone Coverage	4
Expand Public Utility Infrastructure	3
Expand Alternative Energy Sources	2
Widen Highway 55	1
Support Business Centers in Each Community	1



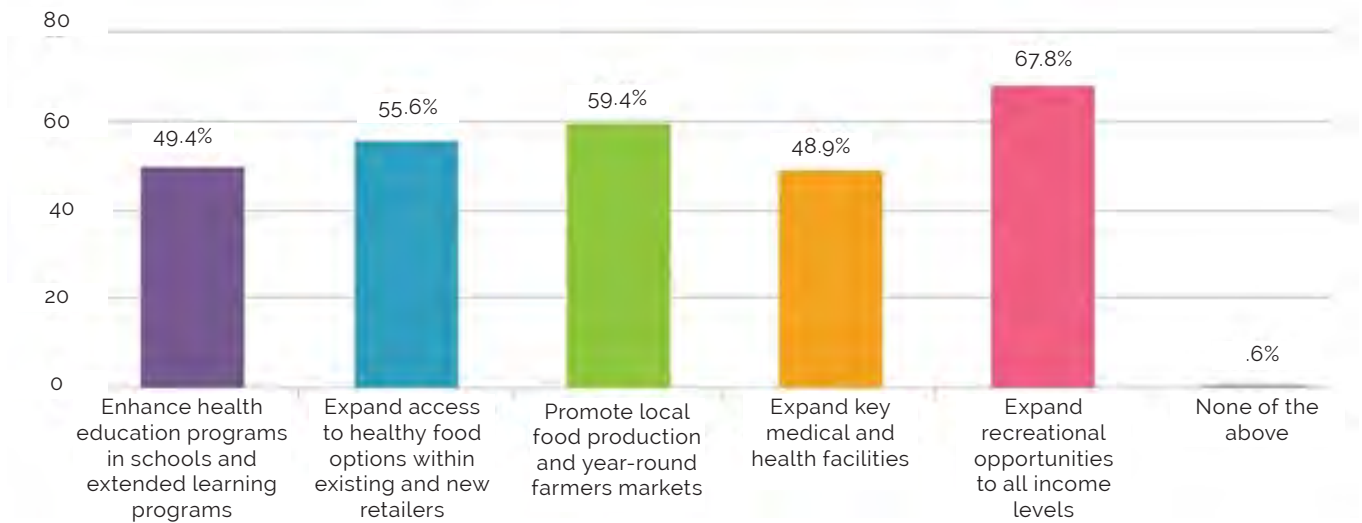
Recreational, cultural and educational opportunities contribute to a community's quality of life, health and well-being. A highly educated community will support higher-paying, high tech jobs. Please select your top 3 key initiatives that will work to achieve economic development?



While the majority of respondents selected 3 of the 5 initiatives presented in the multiple choice answer, several provided other key initiatives the West Central Mountains can focus on to improve cultural, educational and recreational amenities. Below is a summary of key findings:

Initiatives to Improve Cultural, Educational and Recreational Opportunities	Responses
Expand Educational and Recreational Opportunities for Youth	14
Expand Vocational and Higher Education Programs	6
Improve Public Library System	2
Expand Trail System	2
Expand Events Year-Round	1
Support a Regionally Cooperative Environment	1
Encourage Rec-Tech Businesses	1
Support Eco-Tourism	1
Incentivize New Business	1

West Central Mountains residents are healthier when compared to the nation and state. Please select the top 3 initiatives that you feel will have the highest impact in capitalizing on this trend.



Other key initiatives provided by respondents related to the region's health and wellbeing include:

Initiatives to Improve Health and Wellbeing	Responses
Expand Trail System	3
Organize and Fund a Demonstration Program (i.e. Blue Zone Initiative)	2
All of the Above	2
Promote a Drunk Driving Prevention Campaign	1
Support a Northern Valley Recreation District	1
Expand After School Activities for Children	1
Encourage Diversity in Clinical Care	1
Expand Healthy Food Options in the Public Education System	1
Improve Average Wage	1



PUBLIC SURVEY #3 RESULTS

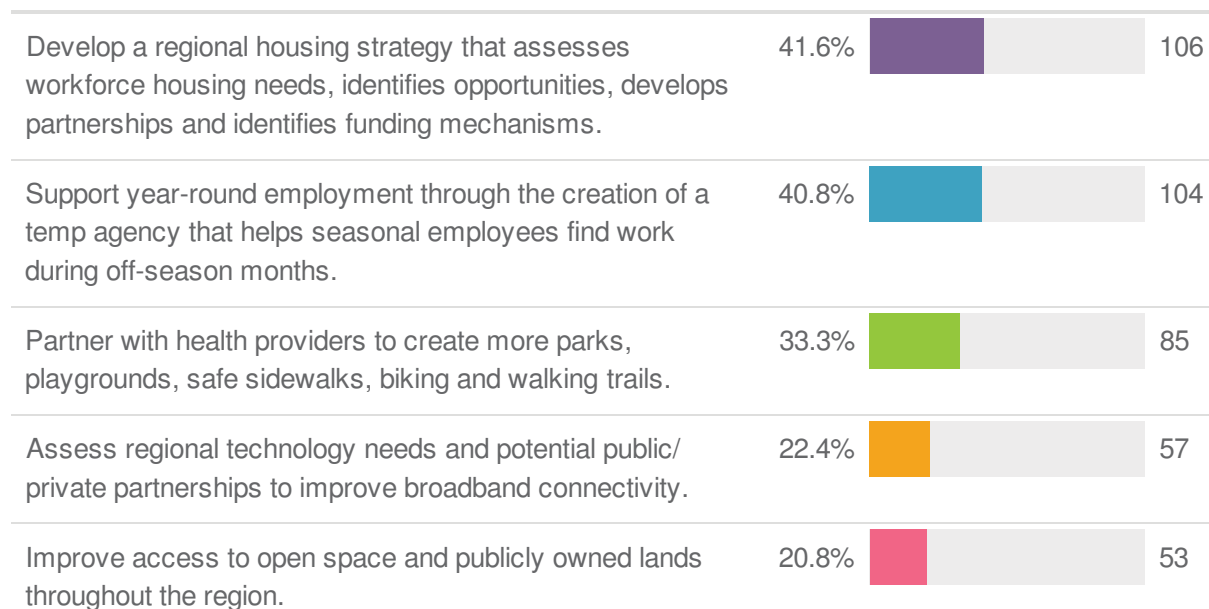
INTRODUCTION:

The "West Central Mountains Plan: Strategies and Tactics" survey was used to facilitate collecting feedback from as many members of the community as possible on prioritizing short and long term tactics that can help the region become more economically resilient. The survey was promoted to the community through public events, newspaper advertisements, email blasts, postcards, flyers and the project website.

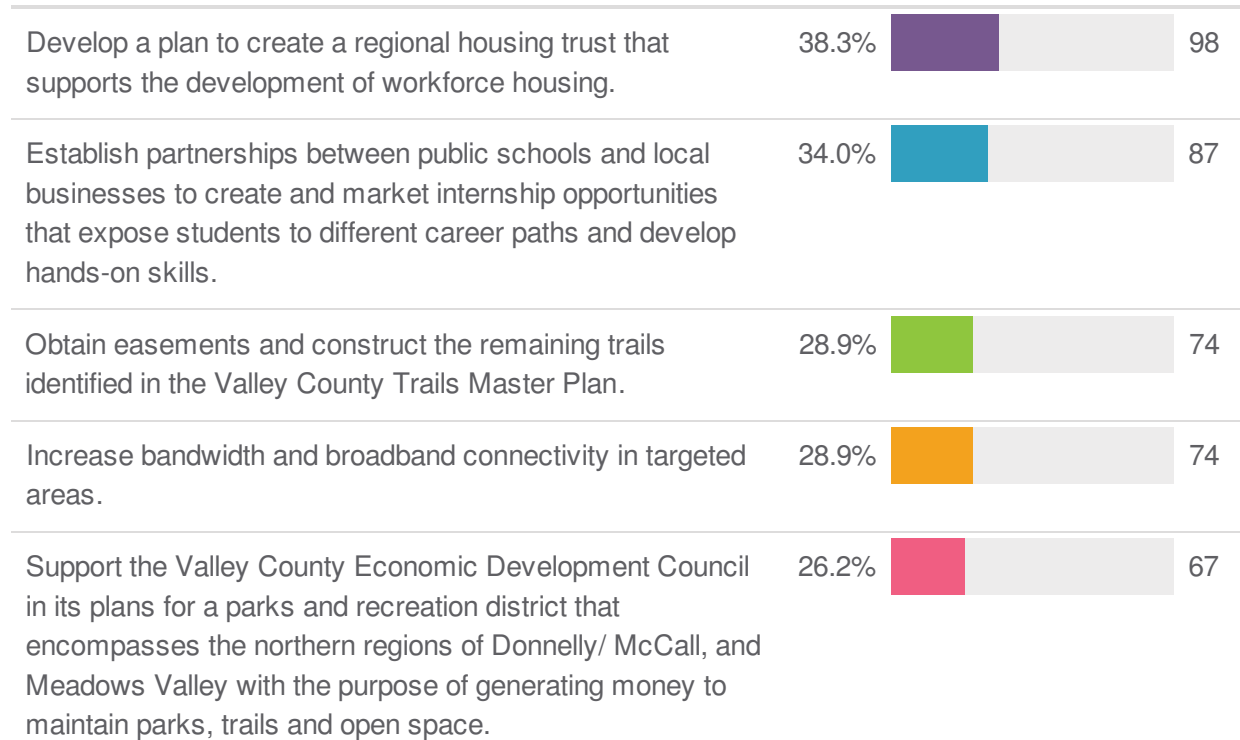
A total of 257 surveys were collected. The majority of respondents reside in McCall; however the region was well represented, with 53% from McCall, 17% from Cascade, 6% from Meadows Valley, 11% from Donnelly, 6% from Valley County, and 9% from other regions of Idaho.

The survey presented top regional initiatives being proposed/implemented in five core elements affecting the economy: Jobs; Housing; Transportation & Infrastructure; Education, Cultural and Recreational Opportunities; and Health & Wellbeing. Survey respondents were asked to rank the top 3 initiatives that would have the most impact within the core elements. The top five short and long term tactics are shown below.

The West Central Mountains Economic Development Plan will include a short-term implementation plan of projects/programs to be completed within an 11-month period. Please select three projects/programs below that you feel would have the most economic impact.



The West Central Mountains Economic Development Plan will include a long-term implementation plan of projects/programs to be completed within a 10-year period. Please select three projects/programs below that you feel would have the most economic impact.



To be continued.....