

Shoshone Falls, Idaho



IDAHO STRONG 2023 - 2028

Statewide Economic Development Strategy

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OVERVIEW

THE IDAHO STRONG PLAN

This plan is a result of a collaborative effort by the members of the Economic Development Districts of Idaho (EDDI). It was developed to align strategic economic development efforts throughout the State of Idaho and leverage resources at all levels for a greater overall economic development impact.

Idaho Strong is a common framework for regional economic development. It identifies strategies to address the special challenges and opportunities for Idaho. This initiative will enhance and support economic development on all levels and engage local, regional, state, and federal partners. Collectively, EDDI and its partners strive to set a high standard for effective economic development in Idaho.

IDAHO STRONG AS STATEWIDE ECONOMIC AND COMMUNITY DEVELOPMENT

To accomplish all of this, businesses and individuals need support to create, develop, and expand. This includes providing educational opportunities for employees to develop new skills and offering finance options that support sustainability, diversification, and expansion. And finally, strong businesses and communities need well-developed and maintained infrastructure, including water, sewer, communications, and transportation systems.

A STATEWIDE ECONOMIC DEVELOPMENT COLLABORATIVE

While Idaho Strong was created through a collaborative effort of the five Economic Development Districts of Idaho, we anticipate the State of Idaho will partner with a host of local, regional, state, and federal partners for the plan's implementation. Many of the objectives listed here are already priorities for some of the partners and it is through collaboration that meaningful economic change will continue throughout Idaho.



Figure 1: The largest American flag to fly is suspended across the Snake River for 9/11 Remembrances. Photo compliments of RIVDA.

INTRODUCTION

WHAT IS A STATEWIDE CEDS

A statewide comprehensive economic development strategy (CEDS) is an economic development process and document that creates the platform for a region to identify its strengths and weaknesses. A CEDS brings together a diverse set of partners to generate good jobs, diversify the economy, and stimulate growth. A CEDS is the result of a planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. The CEDS should consider, and where appropriate, integrate or leverage other statewide planning efforts, including the use of federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives.

Today's competitive global market necessitates states having a long-term development strategy that can serve as a roadmap to economic progress and prosperity.

The Economic Development Districts of Idaho (EDDI) developed a core Idaho Strong CEDS Strategy Committee comprised of two or more members from each of the five Idaho economic districts.

(Attachment A - Idaho Strong CEDS Strategy Committee)

The Idaho Strong CEDS Strategy Committee reviewed "Statewide CEDS Benchmarking" by TIP Strategies to better understand how other states have addressed statewide CEDS. *(Attachment B - Statewide CEDS Benchmarking)*

A review of best practices revealed two primary approaches:

- A top-down approach, which is led by a statewide agency, creates an economic development strategy with the expectation that the state's districts, regions, and counties incorporate the framework, priorities, and other key elements of the statewide economic development strategy into the regional or district development strategy.
- A bottom-up approach in which grassroots stakeholders collaborate to create a statewide framework that is also used by the state.

The Idaho Strong CEDS Strategy Committee determined that the bottom-up approach would be best as this is the first rendition of a statewide CEDS. Capitalizing on the collective work of the individual Economic Development Districts serving Idaho, the team gathered the CEDS from each of the regions to identify common goals and strategies that applied statewide - and more importantly, required a statewide response.

As one example of the need to institute solutions statewide, most of the state's foundational gaps such as workforce housing and lack of skilled workers span more than one region. In these cases, collaborative statewide strategies are necessary to make progress. Idaho Strong CEDS is designed to be used broadly by anyone working to strengthen Idaho's economy.

Idaho Strong is not meant to replace any regional strategies; instead, it provides a coordinated high-level economic strategy for the entire state.

THE DEVELOPMENT OF IDAHO STRONG

Based upon review of other statewide CEDS, the Idaho Strong CEDS Strategy Committee developed Idaho Strong through a bottom-up approach, utilizing Idaho's regional comprehensive economic strategies as a starting point. Each regional CEDS was created through broad community participation; includes an analysis of strengths, weaknesses, opportunities, and threats; and addresses economic resiliency. Maintaining that focus and format would facilitate the alignment of the statewide CEDS with other plans across the state.

In December 2018, the Idaho Strong CEDS Strategy Committee facilitated Idaho Strong planning sessions with Idaho Rural Partnership (IRP) members to ensure statewide inclusion and diversity. The IRP Board is established by state statute and is made up of 36 individuals who work together to improve economic and social conditions in rural Idaho. Some board members are appointed by the Governor and others include representatives from federal and state agencies and for-profit and non-profit entities.

(Attachment C - Idaho Rural Partnership Idaho Strong Planning Participants)

Participants completed an analysis of the state's strengths, weaknesses, and opportunities (SWOT) using the capital framework developed by Wealth Works (www.wealthworks.org). Notable strengths identified include the state's youth, small businesses, collaboration between agencies, and diversified power sources. Broadband inadequacies, lack of transportation, and limited access to healthcare were identified as statewide weaknesses. Recognized threats include natural disasters, lack of housing availability, and aging infrastructure. The state's youth, Opportunity Zones, and farmland preservation were acknowledged as opportunities for economic growth and resiliency. The IRP SWOT results were considered by the Idaho Strong CEDS Strategy Committee in the development of Idaho Strong. *(Attachment D - Idaho Rural Partnership SWOT for Statewide CEDS)*

A second layer of analysis was completed using themes such as workforce development, business start-up and expansion, research, and external collaboration to identify more specific similarities and differences within the eight wealth capitals. *(Attachment E - Analysis of Idaho State Agency Strategic Plans)*

The Idaho Strong CEDS Strategy Committee convened six times between April 2018 and March 2022 to develop Idaho Strong.

The goals within this comprehensive economic development strategy were designed to align with each District's Comprehensive Economic Development Strategies (CEDS) and support other key economic development partners throughout the state. Those agencies include higher education, Idaho Department of Commerce, Idaho Department of Environmental Quality, Idaho Health & Welfare, Idaho Department of Labor, Idaho Rural Partnership, Idaho Workforce Development Council, USDA Rural Development Idaho, and the International Food Policy Research Institute. *(Attachment E - Analysis of Idaho State Agency Strategic Plans)*

The Idaho Strong 2023 – 2028 Statewide Economic Development Strategy may be found online at www.clearwater-eda.org.

AN IDAHO SNAPSHOT – A BACKGROUND SUMMARY

Idaho is bordered by the Canadian province of British Columbia to the north and the U.S. states of Montana and Wyoming to the east, Utah and Nevada to the south, and Oregon and Washington to the west. Idaho is twice as large as the six New England states combined. Its land area is over 82,623 square miles, the eleventh largest state by land mass. The highest elevation is 12,662 feet at Mt. Borah in the Sawtooth Mountain range and the lowest point in Idaho is 738 feet at Lewiston. Idaho has 3,500 miles of rivers, more than any of the lower forty-eight states.

Idaho is home to rugged mountain ranges, grassy valleys, arid plains, and fertile lowlands which produce

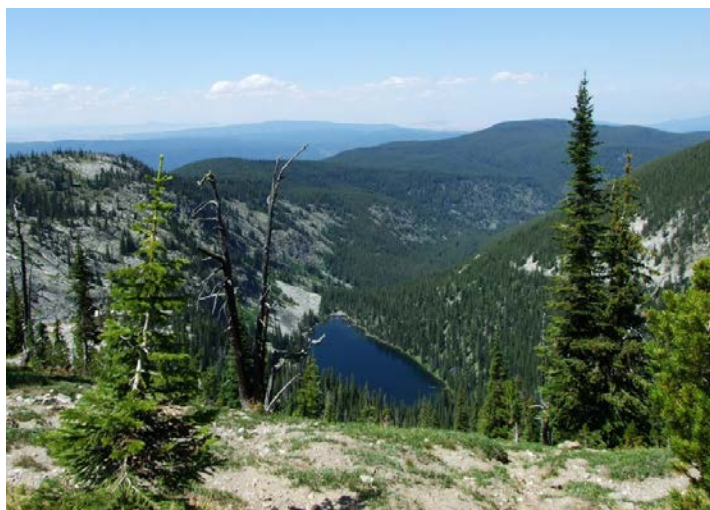


Figure 2: Gospel Hump Wilderness area, Idaho County. Photo by Stephanie O'Callaghan.

diverse climate patterns. Typically, as elevation increases, precipitation increases, and mean temperatures drop. Idaho's climate has a range of seasonal temperature differences with warm summers and cold winters. Some areas, such as the Snake River plateau, receive less than ten inches of precipitation while substantial portions of the Northern Rocky Mountains see more than fifty inches of snow annually. Idaho is in the rain shadow of Oregon and Washington mountains to the West and only higher elevations in the state received adequate precipitation.

Idaho is famous for its abundance of scenic mountains, lakes, rivers, and outdoor attractions; the state draws more than twenty million tourists each year. Idaho is known as the "Gem State" for the seventy-two types of precious and semi-precious stones it produces - some of which are exclusive to the state.

Idaho's long history begins with its five native tribes, the Kootenai, Coeur d'Alene, and the Nez Perce in the northern part of the state, and the Shoshoni and Northern Paiute in the south. Recent findings in Cooper's Ferry, along the Salmon in Idaho County, have unearthed stone tools and animal bone fragments that may be the oldest evidence of humans in North America. Earlier excavations near Twin Falls have revealed evidence of human activity, including arrowheads, which rank among the oldest dated artifacts in North America.

On March 4, 1863, President Abraham Lincoln signed an act creating Idaho Territory from portions of the Washington Territory and Dakota Territory. The original Idaho Territory included most of the areas that later became the states of Idaho, Montana, and Wyoming and had a population of under 17,000. On July 3, 1890 President Benjamin Harrison signed the law admitting Idaho as a U.S. state, with a population of 88,548.

Bisected by the Frank Church Wilderness, Idaho has two distinct areas: northern Idaho, the ten northern counties, and southern Idaho, the remaining 34 counties. The southern part of the state contains most of

the state's deserts and is more agricultural. The plains of the southern part make it suitable for the big cities and large populations, including the state capital of Boise.

North Idaho has many of the rivers and lakes of the state, as well as more woods and timber. Northern Idaho has less population and comparatively smaller towns. Northern Idaho's economy is based on natural resources, dryland farming, and tourism.

The state is divided into six regions: northern region, north central region, southwestern region, south central region, southeastern region, and the eastern region.

Northern Region: The increasingly diverse economic base and lifestyle of the northern Idaho region has attracted thousands of new residents in recent years, making it Idaho's second most populous region. The largest city, Coeur d'Alene, is 33 miles from Spokane, Washington, where many north Idaho residents work.

Industries playing major economic roles include lumber, manufacturing, mining, tourism, retail, agriculture, call centers, and the Coeur d'Alene and Kootenai tribes. North Idaho College and the satellite campuses of University of Idaho, Lewis-Clark State College, and Boise State University are key components of providing a highly skilled and trained workforce.

North Central Region: North Central Idaho's economy traditionally relied on forest products and agricultural products, especially wheat and cattle. Its fast-growing manufacturing sector includes ammunition, guns, jet boats, and equipment makers, as well as lumber and paper mills. Tourism and hospitality continue to grow as the emergent river cruise industry increases the number of vessels and sailing dates to the Lewis-Clark Valley, the most inland seaport on the west coast.

The University of Idaho, Nez Perce Tribe, US Forest Service, Lewis-Clark State College, and area fish hatcheries are among the largest employers in the region.

Southwestern Region: Southwestern Idaho is Idaho's largest region, supporting just under half of Idaho's population and labor force. The Boise metropolitan area is Idaho's largest metropolitan area with a labor force of roughly 310,000.

The major economic drivers in the region include semiconductor and other computer product manufacturing, food product manufacturing, administrative and business support services, and construction. The largest industries by employment are food and drinking establishments, administrative and business support services, and healthcare.

South Central Region: Major industries in south central Idaho include agriculture, agri-business, and food processing. The durable manufacturing sectors are plastics, metal, and corrugated box. Tourism is another strong sector with Sun Valley, considered the nation's first destination ski resort, located in Blaine County.

The College of Southern Idaho is a critical component of successful workforce development regionally. It is viewed as a vanguard in Idaho, assembling a popular dual-credit program that allows high school students the opportunity to achieve post-secondary credits and credentials. Southern Idaho Economic Development attracts business and talent to the region highlighting the area's business-friendly policies along with its recreational amenities. Its eight counties are known for collaboration in regional goals.

Southeast Region: Much of southeastern Idaho sits on the Western Phosphate Field which is 350,000 square kilometers of commercial grade phosphate deposits. Although the principal reason for mining phosphate is for its use in fertilizer, it also has applications in fire retardant, detergents, cleaning supplies, food feed, and water softeners. Phosphate mines in southeastern Idaho produce fifteen percent of the country's phosphate.

Southeastern Idaho's economy includes agriculture, high-tech manufacturing, energy, services, and trade. Pocatello is southeastern Idaho's largest city and home to Idaho State University, a major research university and partner in workforce development, basic research, and cultural opportunities.

Eastern Idaho: Eastern Idaho's diverse economy, combined with an anchor like the Idaho National Laboratory (INL), keeps the region from experiencing volatility. The INL has one of the largest concentrations of technical professionals in the nation's Rocky Mountain region and is one of the state's largest employers.

Easy access to postsecondary education through Eastern Idaho Technical College and branches of the University of Idaho and Idaho State University in Idaho Falls, and Brigham Young University-Idaho in Rexburg, has created a highly educated population.

IDAHO'S POPULATION

The state of Idaho has led the country in population growth for the fifth year in a row and according to the U.S. Census Bureau, is now home to 1,939,033 residents (V2022). From 2020 to 2021, Idaho's population grew 2.9 percent. But this growth rate is uneven in the state and across districts. Seven Idaho counties have experienced population losses, ranging from less than one percent to over 19 percent. (*Attachment F – Idaho County Population Changes 2010 – 2022*)

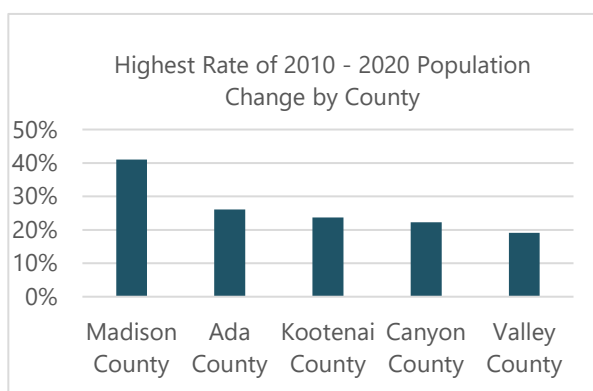


Table 1: Idaho's Fastest Growing Counties
Source: U.S. Census Bureau

There are two hundred incorporated cities in Idaho, almost 90 percent have a population under 10,000; 10 percent of the population live in communities with less than 100,00 residents. Fifteen Idaho communities have a population of less than 1,000. (*Attachment G – 2021 Population Estimates of Incorporated Idaho Cities*)

The City of Boise, Idaho's capital and largest city, has grown to a population of over 228,000. Additionally, the cities of Meridian, Caldwell, and Nampa are among the fifteen fastest growing cities in the state.

In 2021, the largest ethnic group in Idaho was the white (non-Hispanic) group, which had a population of 1.5 million. Between 2010 and 2021, the share of Idaho's population that grew the most was Hispanic/Latino, increasing by 2 percentage points to 13.3 percent. During that same period, the white (non-Hispanic) population had the largest decrease, dropping 3 percentage points to 81.1 percent.

Idaho's median age is 37.3 years of age. The fastest growing demographic between 2010 and 2021 was the 65+ age group with its population increasing 60.8 percent. The 0 to 4 age group declined the most, dropping by 5.9 percent between 2010 and 2021.

Of the 775,267 housing units (V2021) in Idaho, 71.7 percent were owner-occupied and valued at \$266,500. Median mortgage expenses were \$1,395 while average rental costs were \$952 per month. In 2021, 21,732 residential permits were issued in the state.

See Attachment H for additional demographic and socioeconomic data.

STATEWIDE ECONOMIC DRIVERS

For over one hundred years, Idaho has been known for its agriculture and abundant natural resources. The state supplies almost 30 percent of all potatoes on the U.S. market and is one of the top producers of cattle, dairy products, and trout.

Idaho has many renewable energy resources, but few fossil fuel reserves. In 2021, renewable energy generated seventy-four percent of Idaho's total in-state electricity. Most of Idaho's renewable electricity comes from hydropower, which provides fifty-one percent of Idaho's total in-state electricity generation. In 2021, renewable energy generated seventy-four percent of Idaho's total in-state electricity, including small-scale solar panel generating systems (less than 1 megawatt capacity). Other sources of in-state electricity generation include wind energy (sixteen percent), solar power (four percent), biomass (three percent), and geothermal energy (<one percent).

Mining has been integral to the state's economy. Gold was initially discovered in Idaho in 1860 near Pierce, but the state is best known for its two "world class" mining districts: the Coeur d'Alene District in northern Idaho and the Western Phosphate Reserve in southeastern Idaho. The Coeur d'Alene Mining District in Shoshone County is ranked second in the nation to produce silver and third in lead. These mines are the deepest in the United States.

Other industries are growing rapidly. Micron, located in Boise, is one of the world's largest producers of computer memory and data storage. In fall of 2022, Micron announced plans to expand their facilities in Ada County to manufacture semi-conductor chips once again in Idaho. The Idaho National Laboratory designed and constructed the first nuclear reactor to generate usable amounts of electricity. Northern Idaho is home to more than three dozen aerospace companies including Quest, Empire Airlines, and Unitech Aerospace Composites.

Idaho's tourism industry generates \$3.4 billion each year, attracting travelers from across the world that enjoy everything from jazz festivals to whitewater rafting and snow skiing.

Famous attractions include Sun Valley known for its winter sports, Craters of the Moon National Monument created by volcanic eruptions over 15,000 years ago, and Hells Canyon, the deepest river gorge in America. Twin Falls Perrine Bridge attracts adventure enthusiasts from around the world to base jump off the 485-foot bridge that spans the Snake River. This is one of the few legal places in the United States for such an activity.

Silverwood Theme Park, near Coeur d'Alene, is the Pacific Northwest's largest theme park and offers over seventy rides and attractions. The Trail of the Hiawatha in northern Idaho attracts people from around the world to mountain bike or hike the 15-mile-long trail with ten train tunnels and seven sky-high trestles.



Figure 3: Thrills at Silverwood Theme Park, Athol, Idaho. Photo submitted by PAC.

The five recognized tribes of Idaho have a great economic impact in the state. As sovereign nations, the tribes have their own governments, health and education services, police forces, judicial systems, economic development projects, gaming casinos and resorts, agricultural operations, retail trade and service businesses, cultural and social functions, and other important activities. Providing these services creates significant economic and social impacts not only on the Indian reservations but also in the communities surrounding them. Combined, the Five Tribes of Idaho are contributing to the economic and social health of the State of Idaho.

According to the January 2020 “The Economic Impacts of the Five Tribes of Idaho on Idaho’s Economy”, sponsored by the five Idaho tribes, the tribes added 13,111 jobs to the Idaho economy (including multiplier effects), total annual sales transactions from tribal economic activity exceed \$2.1 billion (including multiplier effect), and the total number of unique visitors may exceed 1 million per year, enhancing Idaho's vibrant tourist industry. www.idahorezrising.com/idaho-tribes

KEY INDUSTRY SECTORS

(SOURCE: IDAHO DEPARTMENT OF COMMERCE)

Idaho has a robust and diversified industrial/commercial economy. Important industries in Idaho are food processing, lumber and wood products, machinery, chemical products, paper products, electronics manufacturing, silver and other mining, and tourism. The world's largest factory for barrel cheese, the raw product for processed cheese is in Gooding and Chobani (Greek Yogurt) operates the world's largest yogurt plant in Twin Falls.

Electrical equipment, computer components lead, is Idaho's top manufactured product with the Treasure Valley home to Micron and American leader in semi-conductors and memory chips. Ranking second are food processing (potato-processing plants, beet-sugar refineries, canning and freezing companies, dairies, meat, poultry, and wheat processing plants). Tourism rounds out the top three economic drivers.

- **Advanced Manufacturing**
 - Idaho’s manufacturers employ nearly 6% of the state’s total workforce and contribute more than \$9.7 billion to Idaho’s GDP.
 - Advanced manufacturing is differentiated using highly technological, cutting-edge processes, and the employment of skilled, comparatively high-wage jobs. The advanced manufacturing sector in Idaho is growing rapidly and expanding to encompass ever more industries and occupations.
 - The state’s advanced manufacturing industry is driven by businesses large and small that produce food, computer and electronic products, transportation equipment, medical equipment, system and process equipment, chemicals and plastic products, wood products, fabricated metal products, and machinery.
 - Advanced manufacturing companies are thriving across the state, from Premier Technology in Eastern Idaho and Double L in the Magic Valley to Unitech Composites in north Idaho. Idaho’s pro-business climate, robust transportation network, and motivated workforce all help drive the success of these companies and their peers.

- **Aerospace**
 - Idaho’s vast airspace and technological capabilities make it uniquely positioned to play a significant role in the research, development, and testing of aviation-related products. Companies like Quest, Empire Airlines, Western Aircraft, and Unitech Aerospace

- Composites have realized that the state's proximity to several large international airports, coupled with our competitive business climate, make Idaho an ideal place to do business.
- Currently, northern Idaho is home to more than three dozen aerospace companies, with more landing in the region every year. This diverse array of small and mid-size businesses employs more than 2,500 people who are involved in the production and service of aircraft. Aerospace businesses span across aircraft operations, maintenance, parts manufacturing, and aircraft assembly.
 - Idaho offers direct access to the I-90 and I-15 corridors, along with 25 direct flights from Boise, allowing easy access for companies like Boeing to work with their 37 Idaho business partners. Idaho's proximity to Boeing production facilities and operations means the state is strategically positioned to play an increased role in the company's extensive supply and value chains.
- **Technology and Innovation**
 - Philo T. Farnsworth of Rigby, Idaho, is credited with the creation of the first electronic television set, and internationally, J.R. Simplot is known as the man behind frozen french fries. Idaho's inventors harness brilliant ideas that change the world and that still holds true today.
 - Idaho is home to the only US-based memory chip maker, Micron Technology, and is the center of Hewlett-Packard's highly profitable imaging and printing group, which introduced the HP LaserJet printer. The Idaho National Laboratory designed and constructed the first nuclear reactor to generate usable amounts of electricity.
 - Technology and innovation are strong drivers of Idaho's economy. Perhaps that's why the number of high-tech companies in the state grew 61% over the past decade. Idaho's innovation industry continues to push technology boundaries, promote start-ups, and fuel growth and discovery throughout the state.
 - Idaho's technology contributed \$4.1 billion to the state's economy in 2020 and employed over 15,000 people.
 - **Food Production**
 - Every year, Idaho's farmers and producers account for an extremely diverse set of crops, seeds, dairy products, livestock, wine, and beer that make Idaho 7th in the U.S. for agricultural goods and food product exports per capita.
 - Idaho is home to AgriBeef Co., Chobani, Clif Bar, GoGo squeeZ, Frulact, Lactalis, Litehouse, Meadow Gold and more.
 - **Outdoor Recreation**
 - The state's abundant public lands, world-class waterways, and diverse climate have helped to create a new economic sector – Rec Tech. Countless new products are currently being field tested across Idaho's landscape.
 - Idaho's **Tested in Idaho** campaign showcases the stories, innovation, and quality behind the companies creating industry-leading outdoor products and the places in Idaho that inspire and put those products to the ultimate test.
 - Among the success stories from this burgeoning economic sector: Hyde Drift Boats, Eberlestock, NRS, Kryptek, Aire, and Buck Knives.
 - **Back Office and Shared Services**
 - In today's integrated world, companies can maintain operations almost anywhere. Idaho has seen growth in back-office operations like accounting, human resources, sales, and customer service. Locations in Idaho's communities can effectively support overall company operations without the high costs associated with larger metro areas.

- Over the years, Idaho has developed a specialized workforce adept at providing the shared services companies need. Headquartered locations like Micron, Simplot, Paylocity, and Albertsons or at state-of-the-art customer service centers for Allstate, DIRECTV, Intuit, Wells Fargo, and T-Mobile, Idaho's workforce is highly capable and dedicated to the success of the companies they support.
- Tourism
 - Idaho draws hundreds of thousands of visitors each year. The influx of tourism dollars is a huge boon to the state economy, directly supporting businesses that offer outstanding recreation, lodging diversity, fine dining, and more.
 - According to the U.S. Travel Association, Idaho's \$3.7 billion tourism industry employs more than 45,800 Idahoans and generates \$475 million in local, state, and federal tax revenues. This is equivalent to saving every Idaho household \$740 in taxes annually.
 - The Idaho Commerce Tourism Development team takes the lead in showcasing the ways people can play in the Gem State through advertising, public relations, social networking, and maintaining volumes of information on the state's website, visitidaho.org.
- Energy
 - Idaho's citizens and businesses benefit from stable and secure access to affordable, clean forms of energy while the state continues to lead the nation in nuclear research.
 - Renewable energy – hydro, solar, wind, natural gas, and biomass – provides consistent, redundant power to support industrial and commercial operations in Idaho.

Idaho National Laboratory (INL)

- Idaho is home to the INL, designated by the U.S. Department of Energy as the nation's lead nuclear research facility.
- INL's science-based approach to nuclear energy research yields technically achievable, economically competitive, and environmentally sustainable options for the entire nuclear energy enterprise in areas including:
 - Advanced Nuclear Fuels
 - Nuclear Reactor Systems
 - Safety and Risk Assessment
 - Materials Management
 - Space Power Systems
- Additionally, the Center for Advanced Energy Studies is a research and education consortium led by the INL with member institutions Boise State University, Idaho State University, University of Idaho, and University of Wyoming. This collaborative is on a mission to promote the effective and efficient use of energy resources through cutting-edge research, effective outreach, and accessible education.

Idaho's 2021 GDP was \$90.7 billion, supported by five-year historic job growth. Ten-year forecasts indicate a ten percent increase in jobs by 2031.

OPPORTUNITY ZONES

Opportunity Zones are an economic development tool that incentivizes people to invest in distressed areas in the United States. As the nation's largest place-based policy intervention since the early 1990s, their purpose is to spur economic growth and job creation in low-income communities while providing tax benefits to investors.

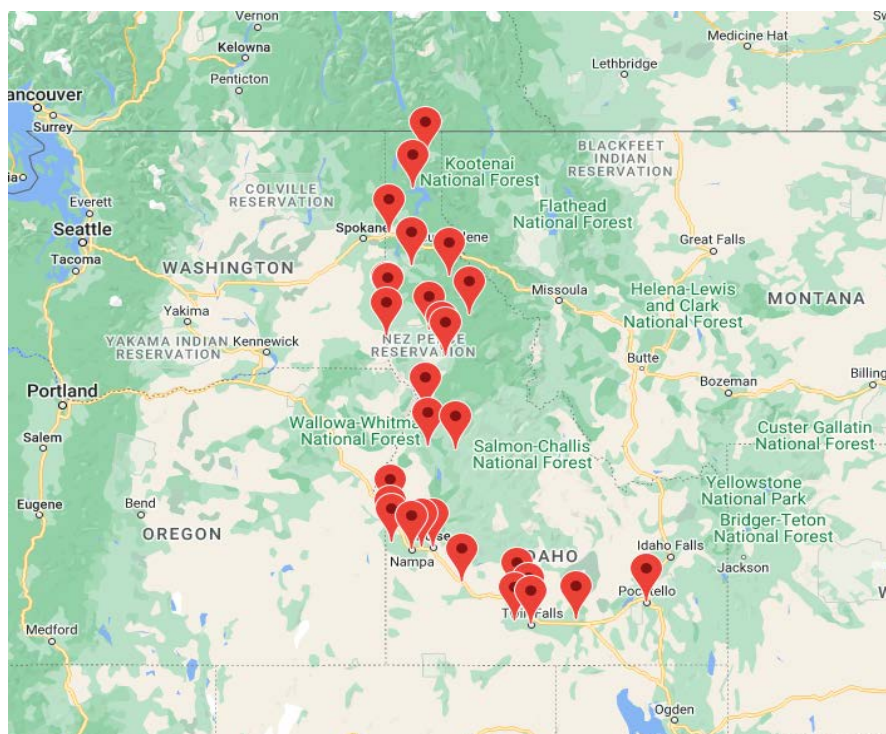
Opportunity Zones were created under the Tax Cuts and Jobs Act of 2017 ([Public Law No. 115-97](#)). Thousands of low-income communities in all 50 states, the District of Columbia, and five U.S. territories were designated as Qualified Opportunity Zones.

Opportunity zones provide three different tax breaks for investors that roll over gains earned outside a zone into special funds called Qualified Opportunity Funds:

1. Investors can defer payment of taxes on gains earned outside a zone if those gains are then invested in an Opportunity Zone.
2. Investors who hold an Opportunity Zone investment for at least seven (7) years receive a 15% reduction in the capital gains taxes they would otherwise owe; investments held for a shorter period qualify for smaller reductions.
3. Investors can avoid paying any taxes on gains earned on an Opportunity Zone investment held for at least ten (10) years.

Opportunity Zone tax breaks are available for nearly any type of Qualified Opportunity Fund investment, including real estate and operating businesses.

In response to this economic development tool, former Governor Butch Otter designated 28 areas across Idaho that were distressed, but ripe for development. These Census Tracts ranged from blighted urban neighborhoods to rural communities seeking to pivot from their historic, resource-extraction based economies. (*Attachment I - Idaho Opportunity Zones*)



IDAHO'S ECONOMIC RESILIENCE

RESILIENCE

According to the Economic Development Administration, in the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.

The National Association of Development Organizations' (NADO) CEDS Central offers this guidance:

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

The CEDS provides a critical mechanism to help identify vulnerabilities and prevent and/or respond to economic disruptions. Integrating resilience into the CEDS is undertaken as part of a two-pronged approach:

- 1) Planning for, and implementing resilience, through specific goals or actions to bolster the long-term economic durability of the region (steady state), and
- 2) Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive).

To plan effectively, an initial scan of the existing conditions/potential threats is the best starting point.

ASSESSMENT OF VULNERABILITIES AND RISKS

Communities are susceptible to risks caused by long-term demographic or economic trends, such as population growth, inadequate infrastructure, or poor educational outcomes, as well as from major disruptions, such as the loss of an anchor employer, a natural disaster, or a human-made disaster.

An analysis of existing, ongoing vulnerabilities identified through existing hazard mitigation plans, data analysis, research, and stakeholder input help to establish where there is a need for future action. Long-term trends that might cause concern could include areas of population growth (especially where there is inadequate infrastructure), housing market trends (too little or too much inventory), educational outcomes and alignment with the workforce, or a lack of industry diversity.

Major disruptions are another type of vulnerability. While the timing of major disruptions is not often predictable from a long-term perspective, the types of events an area is susceptible to are easier to identify. Major disruptions could include natural disasters, such as flooding, drought, tornadoes, or wildfires; the impacts of climate change, such as changing floodplains, tourist seasons, or growing seasons; technological or accidental events, such as a cyberattack against major infrastructure or networks, dam failures, train derailments, or chemical spills; pandemics; or the sudden loss of a major employer.

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

Natural Threats/Risks

- *Drought*
 - Droughts can cause extensive damage to agricultural production, especially in a state like Idaho where crops are a major source of revenue. Idaho's tourism industry also relies on snow for winter skiing and summer river flows for white-water rafting. Hydropower is a major contributor to the electrical power grid.
- *Flooding*
 - Floods are the second most common and costliest natural disaster in the Gem State. The entire state is at risk of flooding, however, the majority of events occur within Southeastern and Southwestern Idaho, Central Idaho, and the Panhandle Region.
- *Earthquakes*
 - Idaho is ranked fifth in the nation for earthquake risk, after California, Alaska, Nevada, and Utah. Two of the largest earthquakes in the last 70 years occurred in, or adjacent to, Idaho.
- *Volcanos*
 - Idaho's proximity to the Yellowstone Super Volcano creates an unusual hazard for this interior state. The hot spot beneath Yellowstone National Park was once below Idaho so the state has several volcanic areas, including the Black Butte Crater, Kings Bowl Lava Field, Hells Half Acre, North and South Robbers Lava Fields, Cerro Grande Lava Field, Wapi Lava Field, and Craters of the Moon.
- *Wind*
 - Idaho is known for having occasional severe weather, including high gusty winds, severe thunderstorms, lightning, haboobs (a massive dust storm or dust clouds), and on rare occasions, hail. Tornadoes are rare in Idaho, but not entirely uncommon. On average, Idahoans can expect between 3 to 6 tornadoes each year.
- *Landslides*
 - Idaho has 114 mountain ranges. Its point of highest elevation is Borah Peak at 12,662 feet. Due to its terrain, the Gem State has a moderate susceptibility and moderate to high incidence of landslides, specifically within Central and Southeastern Idaho. The chance for catastrophic landslides is increased following wildfire.
- *Wildfire*
 - The Gem State averages 133 fires with an average of 77,214 total acres burned per year. Idaho experiences a major wildfire season every seven to ten years.
- *Winter Storms*
 - On average, Idaho will receive 47 inches of snowfall per year. The snowiest place is Island Park with an average of 211 inches annually. The winter season, lasting from December through March, doesn't only bring snow, but also below-freezing temperatures, dense fog, slick roads, occasional freezing rain, blizzard-like conditions with high wind speeds, and the risk of avalanches.
- *Pandemic*
 - The global pandemic of 2019-present emphasized the connectedness of the planet and highlighted the need for pre-disaster planning.

Man-Made Threats/Risks

- *Supply Chain Disruption*
 - Super-efficient “Just in Time” supply chains were severely disrupted during the pandemic leading to product and ingredient shortage and limited inventory buffers.
- *Housing*
 - Idaho’s housing market prices are largely driven by the level of existing housing inventory. A dearth of available housing options in many of Idaho’s communities is impacting home ownership and exacerbating the income gaps/affordability. An Idahoan working at minimum wage (\$7.25 an hour) has to work 72 hours a week to afford a one-bedroom rental home at HUD’s monthly Fair Market Rent (\$680). The impacts of COVID-19 have left a number of Americans catastrophically delinquent on their rent.
- *Workforce/Labor*
 - The tight labor market has not eased for many Idaho business owners, with unfilled positions and labor quality remaining the biggest challenges as they work to get back to pre-crisis levels. Owners have been increasing compensation to record-high levels to attract potential employees to their business. Current unemployment remains low at around 3%.
- *Transportation*
 - Idaho is a net export state, producing more goods than what can be consumed within its borders. Freight – rail, barge, and truck require a robust transportation network including highway, port, and transload facilities.
- *Infrastructure*
 - Quality infrastructure underpins the stability of the economy. In 2018, the American Society of Civil Engineers provided a report card on Idaho’s infrastructure.
 - Bridges: D
 - Dams: C
 - Drinking Water: C
 - Energy: B-
 - Roads: C-
 - Schools: C-
 - Wastewater: B-
 - In 2019, the [Idaho National Laboratory’s Resilience Optimization Center](#) was established to help government and industry protect critical infrastructure systems from failure during natural disasters and man-made threats; tackling infrastructure resilience challenges through applying laboratory-wide capabilities and expertise.
- *Engineering Failures*
 - Idaho is not immune to engineering mistakes. Historically, Idaho has experienced dam, bridge, and building failures.
- *Power Grid*
 - The power grid is exceptionally vulnerable to natural and manmade disasters – from domestic attacks on substations and generation plants to wildfires and drought.
- *Inflation*
 - The mismatch between supply and demand is producing a level of inflation that directly impacts the buying power of producers and consumers alike. The constriction of capital may have a cooling effect on economic growth.
 -

PRIORITIES FOR ACTION AND INVESTMENT

In response to the pandemic (and with the assistance of the award of a non-competitive EDA CARES Act planning grant), the state of Idaho elected to explore:

- Cataloguing Statewide Assets:
 - Coordinating with key partners to identify and improve Idaho’s economic assets.
- Supply Chain Assessment:
 - Analyzing the impacts of the COVID-19 pandemic on the supply chain for Idaho’s key industries; identifying gaps and potential mitigation measures; assessing needs of partners; and implementing tools and resources to help mitigate issues.
- Rural Strategy:
 - Convening economic development organizations, cities, counties, governmental agencies, and policymakers to assess needs and identify strategies and actions to strengthen Idaho’s rural communities.
- Broadband mapping:
 - Phase 1 – creating a publicly accessible map which identifies areas that lack broadband service.
 - Phase 2 – identifying key areas for additional broadband investments.
- Cyber Security Assessment:
 - Identifying potential security gaps and areas for investment.

Many of these fields of inquiry align with the findings from the statewide SWOT analyses and the locally coordinated responses to the pandemic. Specifically, the focus on assessing the supply chains of critical industries, encouraging widespread broadband deployment, and exploring the potentials for rural development – each hold importance across the post-pandemic Idaho economic landscape.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

A collective analysis of each of the districts CEDS and IRP SWOTs emphasizes the statewide interconnectedness of the regions' assets and challenges. (*Attachment C – Idaho Rural Partnership SWOT for Statewide CEDS, Attachment J – EDDI and Idaho Department of Commerce Statewide CEDS SWOT Responses*)

Input from IRP and Idaho Department of Commerce participants corroborated the link between the bioregional economies. From the lack of affordable workforce housing, the threat of infrastructure insufficiencies, and deficient broadband service systems, the need for improvement to essential resources is apparent. Without adequate resources for individuals to participate in the workforce, the state will struggle to attract and retain businesses and employees.

To diminish barriers to growth, we must leverage each district's strengths which include outdoor recreation and tourism assets, abundant natural resources, and livable communities. Education and workforce training is crucial to meeting the needs of the everchanging needs of businesses and industries and must be available for all residents.

The following strengths, weaknesses, opportunities, and threats were identified as having direct and indirect economic and resiliency impacts statewide. Each element is listed by the highest to lowest ranking.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Attractive, livable communities	Lack of specialized workforce	Proximity to higher education options and training opportunities	Lack of livable wages
Quality of life	Lack of well-trained workforce	Remove cultural, financial, and career counseling impediments to obtaining higher education	Wage differential with neighboring states and mid-west
Active organizations, chambers, and service groups	Lack of customized workforce training	Technology in secondary schools	Lack of cultural, financial, and career counseling impediments to obtaining higher education
Affordable cost of living	Aging workforce	Collaboration to match education to industry needs	Mentality of low-wage advantage

Tourism/Recreation Access Tourism assets	Lack of housing availability Lack of affordable housing	Skilled labor force Avoiding brain-drain Attract more youth Population growth	Low housing inventories Lack of affordable housing Increase housing prices
Access to natural resources Good natural resources/assets	Broadband connectivity Technology/communications Broadband accessibility and affordability, redundancy, and adoption	Tourism attraction	Mismatch between education and training to the labor market Aging population and workforce Exiting of youth/younger generations Brain drain
Modern healthcare facilities Strong health care systems	Low Wages	Quality of life Expand sports, cultural and recreational opportunities, use quality of life to attract businesses	Infrastructure deficiencies Broadband inaccessibility
Diversity of agriculture production Viable industry clusters – aerospace, biomedical, manufacturing, agriculture, wood products, mining	High poverty	Development of University of Idaho Ag-Research Center Expand research and innovation resources to support food production, processing, and science	Loss of businesses
Regional Collaboration	Lack of transit/air transportation	High profile citizens contributing to education, arts, etc. Mentoring and coaching, connect seniors to youth	Changes in state and federal budget priorities

Strong human capital	Highway/Transportation network	Improved wages would improve cost of living	Mismatch between education and training to the labor market
Access to energy resources	Patchwork economy that is not diversified throughout the regions/state	Attractive communities	Lack of diversity in a changing environment
Constructed infrastructure	Limited funds for infrastructure, maintenance, and improvements	Public-private partnerships	Political infighting
	Limited disaster resiliency/recovery plan	Niche in aerospace manufacturing cluster	
	Cultural stereotyping, national and international image		
	Political polarization		

From the comprehensive review of the identified strengths, weaknesses, opportunities and threats, three separate goal areas were formed based on similar regional priorities and needs.

The three goal areas are:

- Industry
- Communities
- Power of the People

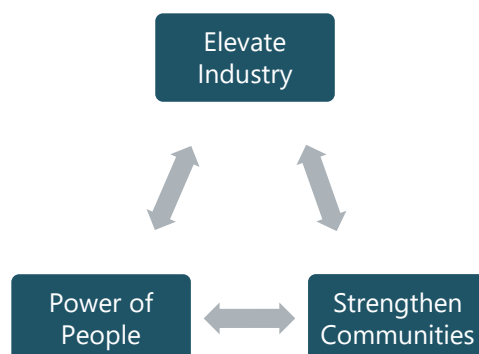
These three goal areas relate to the connectivity of people, places, and goods and services that are essential for a robust economy.

VISION FOR IDAHO

Idaho is the state where individuals, businesses, and communities thrive through vision, collaboration, and adaptability.

PATHWAYS TO IDAHO STRONG

Creating economic prosperity is a multifaceted process. Idaho Strong identified the following three pathways as key elements of strong communities, regions, and economies.



With a coordinated approach, these cornerstones will help create prosperity in Idaho. Goals and strategies reflect our integrated approach to economic development and the desire of all parties involved to not only grow our economy as gauged by traditional measures, but to also consider the value of working landscape, natural resources, our culture for innovation, and the strength and resiliency of our workforce.

The following goals were designed to align with each District's Comprehensive Economic Development Strategies (CEDS) and support other key economic development partners throughout the state. Those agencies include higher education; Idaho Departments of Commerce, Idaho Department of Environmental Quality, Idaho Health & Welfare, Idaho Department of Labor, Idaho Workforce Development Council; USDA Rural Development Idaho; and the International Food Policy Research Institute. (*Attachment E – Idaho State Agencies and Organizations Strategic Plans Reviewed for EDDI Statewide CEDS*)

Evaluation frameworks are identified in benchmarks below. As this is the first statewide CEDS for Idaho, regional or state baselines will need to be identified for each economic strategy listed below.



Figure 4: North Idaho community planning.
Photo submitted by PAC.

IDAHO STRONG GOALS

The following strategies are designed to address six of Idaho's greatest challenges being faced by communities and industries statewide - housing shortages, supply chain deficiencies, under-skilled workforce, lack of broadband access, federal funding, and freight transportation.

WORKFORCE HOUSING

Challenge: According to the National Low- Income Housing Coalition, in Idaho there is a shortage of rental homes affordable and available to extremely low-income households (ELI), whose incomes are at or below the poverty guideline or 30% of their area median income (AMI). Many of these households are severely cost burdened, spending more than half of their income on housing. Severely cost burdened, poor households, are more likely than other renters to sacrifice other necessities like healthy food and healthcare to pay the rent, and to experience unstable housing situations like evictions.

-
- *42,374 or 22%: Renter households that are extremely low-income*
 - *-24,486: Shortage of rental homes affordable and available for extremely low-income renters*
 - *\$26,200: Maximum income for 4-person extremely low-income household (state level)*
 - *\$39,258: Annual household income needed to afford a two-bedroom rental home at HUD's Fair Market Rent*
 - *66%: Percent of extremely low-income renter households with severe cost burden*
-

Across Idaho, the SWOT analyses identified an overwhelming gap in the demand for and availability of affordable housing - at all income levels. Recent in-migration/out-migration trends have significantly impacted the price and inventory of existing housing options. Many of Idaho's opportunity zones provide a chance to leverage in-fill affordable housing development alongside commercial investments, ultimately creating more stable, mixed-use properties.

Policy Recommendation: Engage Idaho Housing and Finance Association, as well as local housing coalitions and associated funders, in targeting mixed-use developments in Idaho's opportunity zones.

Policy Recommendation: Support the creation of additional non-profit housing organizations and creative tax incentives to help drive affordable housing development in Idaho's Opportunity Zones.

Strategies and Tactics: Conduct housing roundtables in each region of the state to quantify/articulate local needs. Determine viable partnerships and advocates for Legislative action to address funding gaps that can be adjusted to target Opportunity Zone investments for affordable housing. Identify Certified Development Financial Institutions, foundations, and non-profit housing developers for partnership opportunities.

Metrics: Number of mixed-use properties increase in Idaho Opportunity Zone; affordable workforce housing start-ups increase.

SUPPLY CHAINS

Challenge: The SWOT analyses identified (and the pandemic amplified) the need to strengthen supply chains across the range of Idaho's economic clusters of statewide significance. Supporting the development of ancillary businesses within the Idaho footprint will allow for the state's economy to be more resilient to disruptions in global supply chains. The state's competitive advantages provide for a myriad of economic diversification opportunities.

Policy Recommendation: Use information gained from the state of Idaho non-competitive EDA-funded resiliency planning effort to chart gaps and explore solutions to manufacturing supply chain issues.

Strategies and Tactics: Identification of currently out-sourced components used by Idaho's manufacturing. Engage in targeted recruitment of suppliers of parts, equipment, and/or components that are required for the manufacture of Idaho goods. Support the expansion of members of the Idaho Manufacturing Alliance to include rural manufacturers from across the state. Expand the reach of CONNEX and the American Manufacturing Community Collaborative to aid in expanding Idaho's industrial base.

Metrics: New business start-ups/relocations reduce number of out-source manufacturing components; manufacturing GDP increases

WORKFORCE

Challenge: The SWOT analyses also identified (and the pandemic showcased) the relative fragility of the Idaho workforce. At the height of the pandemic, the hospitality and health care sectors were decimated, even as our hospitals -- and outdoor spaces were overrun. To date, while employment has returned to pre-pandemic levels, the composition of the workforce and the jobs in which they are employed has shifted. Post-pandemic, Idaho needs to return to a focus on skills development, skills re-training, and the expansion of STEM careers that will allow Idaho to regain some of its competitive advantages lost to the global recession.

Policy Recommendation: Support collaboration between the Idaho Department of Labor, the Idaho Department of Education, U.S. Department of Labor, and the state's manufacturing community to expand apprenticeship opportunities.

Strategies and Tactics: Expand vocational/career technical courses available at Idaho's community colleges, including offering dual credit opportunities for high school students to gain career-technical education credits while completing their general education requirements. Replicate Clearwater Economic Development Association's successful 'Dream It – Do It' career exploration program in other regions of the state. Identify additional opportunities for non-traditional apprenticeships with a focus on equitable access.

Metrics: Increase in the number of students participating in dual credit programs; decrease in open hard-to-fill, in-demand positions statewide

BROADBAND

Challenge: The SWOT analyses provided extraordinary insight regarding the state of the state’s infrastructure. During the pandemic, a pivot to remote work, and having sufficient broadband capacity to support it, became a significant pinch point for the economy. Rural Idaho continues to lag the urban centers when it comes to access to high-speed broadband. The new FCC mapping tool highlighted ‘dead-zones’ that will take a coordinated effort to resolve.

Policy Recommendation: Continue to invest in broadband expansion across the Idaho landscape with an emphasis on extending service to unserved and underserved areas in Idaho.

Strategies and Tactics: A portion of the state’s non-competitive EDA CARES Act planning award included additional broadband mapping. Insights from that assessment will inform action items and areas for targeted investment. Prioritize broadband infrastructure investments to project areas where students, their families, and teachers reside in unserved and underserved locations - in partnership with state agencies, business and industry, and education non-profit organizations to improve digital access, literacy, and usage. Leverage NTIA BEAD funding for broadband planning and implementation.

Metrics: Broadband deployment in unserved and underserved locations; increase usage statewide through digital education.

FEDERAL FUNDING

Challenge: Idaho is home to several facilities/installations that are supported by federal programs, e.g., the Idaho National Laboratory, Mountain Home Air Force Base, Gowen Field Air National Guard Base, and Farragut Naval Training Center (Acoustic Development Research Center). Despite significant levels of employment, and the resultant community economic impact, these facilities remain subject to the vagaries of the federal budget process – including elimination or restructuring. The resultant economic disruption would be catastrophic for the communities wherein these facilities are located.

Policy Recommendation: Encourage Idaho’s Congressional Delegation to continue to support U.S. Department of Energy funding for innovation and research at the Idaho National Laboratory and Department of Defense funding for national security at all Idaho DOD facilities, by providing impact data regarding employment and local economic activity.

Strategies and Tactics: Enlist the capabilities of the Idaho Department of Labor’s Regional Labor Economist to provide economic analyses of the impact these facilities have on their respective communities (and state at large). Amplify the economic impact, and grow the public’s support for these facilities, through dissemination of data related to the multiplier effect of the federal investments.

Metrics: Increased congressional support for support of federal facilities/installations in Idaho; increased public awareness of the economic impact of federal facilities/installations

TRANSPORTATION

Challenge: The Port of Lewiston is the furthest inland port on the Columbia/Snake River system providing barge transportation for grain products that are destined for export and grown in the fertile Palouse region of North-central Idaho/eastern Washington. A growing call for dam removal to facilitate

the return of anadromous salmon has the potential to eliminate this vital freight corridor, as well as render impossible the region's burgeoning tourism industry centered on river cruise excursions.

Policy Recommendation: Support the mitigation research efforts of the National Marine Fisheries Service, the U.S. Army Corps of Engineers, and Tribal governments to improve fish passage without dam removal.

Strategies and Tactics: Enlist the University of Idaho (Moscow) and Washington State University (Pullman) to provide updated economic impact data on the significance of both the Port of Lewiston (ID) and the Port of Clarkston (WA) as an opportunity to 'tell the story' of the river systems' influence on the lives and livelihoods of Idaho and Washington residents.

Metrics: Economic impact studies define economic impacts of the Columbia/Snake River system; dam removal efforts are mitigated through scientific and economic studies.

OTHER STATEWIDE ECONOMIC DEVELOPMENT PLANNING EFFORTS

The State of Idaho Office of Financial Management is the repository for collecting and holding the Statewide Goals and Objectives under a variety of oversight categories, including Education; Health and Human Services; Public Safety; Natural Resources; General Government; and Economic Development.

Under the topic of Economic Development, six (6) state agencies have direct impacts on Idaho’s economic vitality. Another fifteen (15) departments, agencies, and self-governing boards have influence on business regulation. Two departments address workforce, and the Idaho Transportation Department takes responsibility for the movement of goods across jurisdictional lines.

As the leading agency tasked with economic development planning and implementation, the Idaho Department of Commerce includes this information in their annual strategic plan:

- **Mission:** As the lead economic development agency for the State of Idaho, the mission of the Idaho Department of Commerce is to foster a business-friendly environment to aid in quality job creation, support existing companies, strengthen communities, promote innovation, and market Idaho domestically and internationally.
- **Vision:** The vision of Idaho Commerce is to support the growth of the state’s economy with a thriving business environment. Our standard is to “Move at the Speed of Business” to accelerate the growth of the state’s economy and ensure we are proactively anticipating the needs of businesses.

Governor Little's Economic Development Priorities
Support Existing Businesses
Strategic Business Attraction
Support Rural Idaho
Promote Good Trade Policy
Advance Technology Ecosystem
Increase Broadband Connectivity
Support Cybersecurity Initiatives
Promote Idaho
Utilize Responsible Incentives
Support "Leading Idaho" Recommendations

While the Idaho Commerce Department includes dozens of objectives beneath each of these goals, few appear to be strategic or tactical. Consequently, this Statewide CEDS will provide a more focused roadmap for cooperative actions across the various agencies, organizations, units of government, and regional partners under the larger categories of support for industry, community, and our populace.

CONCLUSION

IMPLEMENTATION STRATEGY

Idaho is presently experiencing what can only be described as intense “growing pains”. As the population swells with newcomers (University of Idaho Professor Jaap Vos found that 1 in 4 Idahoans did not live here 10 years ago), and the economy heats up with record profitability (4.1% growth in GDP last year), those growing pains are having ripple effects across every underpinning of Idaho’s Comprehensive Economic Development Strategy – from our desire to elevate industries and strengthen communities, to our hope to provide more opportunities for the people – all while preserving what makes Idaho special in the first place. Housing affordability and availability, low-unemployment and jobs going unfilled, municipal infrastructure straining to keep up with domestic and industrial demands - each of these challenges requires a concerted statewide response.

Our implementation plan centers on taking small, strategic bites of this giant baked potato. Leadership from the Governor’s office, and at the State Cabinet level, will direct their staff to tackle the areas where they have the most influence. However, individual departments cannot solve Idaho’s issues alone. Fleshing out policies and programs at the highest level will be required to lay a foundation for on the ground activities. Collaboration and channeling expertise across agencies -- and across the Idaho landscape -- will be coordinated by using this CEDS.

The Idaho Strong Statewide CEDS will be revisited and revised with the latest successes and newest challenges. Taking the policy recommendations as the initial starting implementation roadmap for addressing the challenges to Idaho’s economy, the stakeholders that participated in the creation of this plan intend to continue working together across geographic boundaries in support of “Esto Perpetua” – Idaho May You Endure Forever.

ATTACHMENTS

Attachment A – Idaho Strong CEDS Strategy Committee

Attachment B – Statewide CEDS Benchmarking

Attachment C – Idaho Rural Partnership Statewide CEDS Planning Participants

Attachment D – Idaho Rural Partnership SWOT for Statewide CEDS

Attachment E – Analysis of Idaho State Agency Strategic Plans

Attachment F – Idaho County Population Changes 2010 – 2022

Attachment G – 2021 Population Estimates of Incorporated Idaho Cities

Attachment H – Idaho Socioeconomic and Demographic Snapshot

Attachment I – Idaho Opportunity Zones

Attachment J – EDDI and Idaho Department of Commerce Statewide CEDS SWOT Responses

2023 – 2028 Idaho Strong CEDS

Strategy Committee

Name	Representing
Angela Edwards	Clearwater Economic Development Association
Carleen Herring	Region IV Economic Development Association
Christine Frei	Clearwater Economic Development Association
Dave Doran	Southeast Idaho Council of Governments
Deb Smith	Clearwater Economic Development Association
Dodd Snodgrass	Clearwater Economic Development Association
Eric Forsche	Idaho Department of Commerce
Georgia Dimmick	Region IV Economic Development Association
Jeff McCurdy	Region IV Economic Development Association
Jenny Hemly	Idaho Department of Commerce
Jerry Miller	Idaho Department of Commerce
Jon Barrett	Idaho Rural Partnerships
Karen Applegren	Idaho Department of Commerce
Krystal Denny	Southeast Idaho Council of Governments
Michelle McFarlane	Region IV Economic Development Association
Nancy Mabile	Panhandle Area Council
Rick Miller	Altura Community Consulting & Business Finance
Ted Hendricks	Altura Community Consulting & Business Finance
Terry Butikofer	Altura Community Consulting & Business Finance
Tina Wilson	Western Alliance
Wally Jacobson	Panhandle Area Council



STATEWIDE CEDS BENCHMARKING

ECONOMIC DEVELOPMENT DISTRICTS OF IDAHO



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INTRODUCTION

The purpose of this document is to examine how different states went about creating a statewide comprehensive economic development strategy (CEDS) in cooperation with their regional economic development groups. Two major approaches to the CEDS process emerged from the research:

- A **top-down approach** in which a statewide agency creates a CEDS with the expectation that the state's districts, regions, and counties incorporate the framework, priorities, or other key elements of the state CEDS into the regional or district CEDS.
- A **bottom-up approach** in which economic development districts or regions collaborate to create a statewide framework that is also used by the regions. Most of the case studies highlighted in this document used this approach.

This document includes information about the following statewide planning efforts:

State	Approach	Summary
Florida	Top-down	The Florida Chamber of Commerce and the Florida Chamber Foundation established six pillars for economic success, which are the foundation for regional planning efforts.
Arkansas	Bottom-up	The Association of Arkansas Development Organizations established seven primary initiatives for economic development in Arkansas, which guide statewide and regional planning efforts.
Hawaii	Bottom-up	The Economic Development Alliance of Hawaii and the State of Hawaii Office of Planning incorporated a complete copy as well as a summary of the CEDS from each of Hawaii's county into the statewide plan.
North Carolina	Bottom-up	The North Carolina Association of Regional Councils of Governments used the CEDS from their regions to identify common goals and strategies that applied statewide, which were included in the state CEDS.
Minnesota	Bottom-up	The Minnesota Association of Development Organizations established four cornerstone principles to guide state and regional plans, as well as collective actions to increase collaboration.
Vermont	Other: disaster-recovery focus	In 2014, the State of Vermont began their first statewide CEDS; recovery and resiliency was a primary focus as the state was still recovering from Tropical Storm Irene in 2011.

FLORIDA

SIX PILLARS TO SUCCESS

BACKGROUND

The State of Florida's Department of Economic Opportunity released a strategic plan in 2018. This plan is a continuation of their first statewide strategic planning effort in 2013, which was developed in coordination with the Florida Chamber of Commerce and the Florida Chamber Foundation.

As part of the 2013 planning process, the Florida Chamber and chamber Foundation identified six pillars for economic success. These pillars were identified after examining more than 30 strategic plans from across the state and finding consistent themes between the plans, which became the basis of the six pillars. The pillars are:

- Talent supply and education
- Innovation and economic development
- Infrastructure and growth leadership
- Business climate and competitiveness
- Civic and governance system
- Quality of life and quality places

Each pillar is associated with key drivers for success and metrics to measure that success, which are publicly available on an online scorecard with metrics at the state and county level.

The six pillars are incorporated into regional plans by the regional economic development organization, creating consistency between regions while also accommodating local needs and priorities within the statewide pillar framework.

SOURCES

PRIMARY URL <https://www.flchamber.com/six-pillars/>

STRATEGIC PLAN http://www.floridajobs.org/docs/default-source/division-of-strategic-business-development/fl5yrplan/fl-strategic-plan-booklet-2.pdf?sfvrsn=376778b0_6

SUPPORTING INFORMATION <https://thefloridascorecard.org/>



ARKANSAS

SEVEN INITIATIVES FOR ECONOMIC DEVELOPMENT

BACKGROUND

In 2014, the Association of Arkansas Development Organizations (AADO) worked with the Institute for Economic Advancement, the Arkansas Municipal League, and the Association of Counties to create the first statewide CEDS. As part of this process, the AADO used data from each of the state's regions to develop seven primary initiatives for economic development in Arkansas:

- Foster vibrant communities as good places in which to live, work, invest, and do business
- Ensure infrastructure that supports business activity, quality communities, and development
- Produce a workforce with the right education, hard skills, and soft skills for jobs created and retained
- Create a business-friendly regional climate
- Focus/target efforts to create and retain jobs
- Make possible locally driven planning and economic development
- Enhance collaboration and approaches that engage a wide range of partners

Each pillar is accompanied by strategies in the statewide CEDS, which can be used to guide regional plans. Unfortunately, the 2014-2020 Arkansas State CEDS appears to be the last statewide efforts. Currently, the districts each develop their own plans, which are hosted on AADO's website.

SOURCES

PRIMARY URL <https://arkansaseconomicregions.org/>

STRATEGIC PLAN <https://arkansaseconomicregions.org/images/ARCEDS-2014-3.pdf>



HAWAII

BACKGROUND

The 2016-2020 State of Hawaii CEDS, led by the Economic Development Alliance of Hawaii and the State of Hawaii Office of Planning, incorporates a summary and complete copy of the CEDS from each of the state's four counties (Hawaii does not have economic development districts) in the plan.

Each of the goals and strategies within the statewide CEDS are designed to be actionable at the county level, with the goal of statewide impact through local implementation. Local and state collaboration was a high priority during the statewide CEDS process, as several of the county plans were developed as part of the statewide CEDS process, and others directly reference coordination between state and local agencies.



SOURCES

PRIMARY URL <http://dbedt.hawaii.gov/>

STRATEGIC PLAN https://files.hawaii.gov/dbedt/op/spb/CEDS_2016_final.pdf

NORTH CAROLINA

NC TOMORROW

BACKGROUND

In 2014, the first North Carolina (NC) statewide CEDS was created by the NC Association of Regional Councils of Governments (NCARCOG) using the sixteen existing regional plans as a foundation.

The most recent update was completed in 2017 and added new partner organizations to the CEDS process: the NC Rural Center, the NC Metro Mayors Coalition, the NC League of Municipalities, the NC Association of County Commissioners, and the Economic Development Partnership of North Carolina. When updating the CEDS, the NCARCOG pulled common challenges and themes from the regional plans that could have statewide application. The plan's four goals are to:

- Build on the region's competitive advantages and leverage the marketplace
- Establish and maintain a robust regional infrastructure
- Create revitalized, healthy, secure, and resilient communities
- Develop talented and innovative people

Within each goal area, data is organized by region and the strategies are described within the context of regional and statewide application. The plan is currently in the implementation phase, with completion dependent on acquiring funding and identifying lead partners to carry out the plan's strategies.

SOURCES

PRIMARY URL <https://www.ncregions.org/>

STRATEGIC PLAN <https://www.ncregions.org/wp-content/uploads/2017/05/2017-NCT-Update-Final.pdf>



MINNESOTA

DEVELOPMN

BACKGROUND

In 2014, the Minnesota Association of Development Organizations (MADO) began working on a Greater Minnesota CEDS, DevelopMN. It took two years to develop the first edition of the plan, which was published in 2016. MADO staff used information from the ten economic development district CEDS, best practices, local practitioners, and statewide agencies such as the Department of Employment and Economic Development to create the CEDS. The plan will be reviewed annually to assess progress, identify gaps, and measure success.



DevelopMN was developed with the intent to create alignment among the state's different economic development districts; this alignment could create efficiencies in policy development and implementation. The strategy includes four cornerstones critical to strong regions and communities:

- Human capital
- Economic competitiveness
- Community resources
- Foundational assets

Within DevelopMN, each of the cornerstones are accompanied by topic areas (ex: housing affordability, broadband access), a goal, and strategies. The four cornerstones are also incorporated into each district's CEDS. The Minnesota Regional Development Associations are also working to achieve greater alignment and efficacy as a collective by:

- Creating a common framework for regional plans, including a template for data collection, assessment, strategies, and measures of success
- Developing regional strategies that address special challenges and opportunities in each part of the state
- Creating a framework for state action that will enhance and support economic development efforts at the local and regional level
- Developing and implementing an approach that effectively engages state partners
- Raising the bar on what constitutes effective rural economic development in Minnesota

SOURCES

PRIMARY URL <http://www.mnado.org/developmn/>

STRATEGIC PLAN <http://www.mnado.org/wp-content/uploads/2019/11/DevelopMN-1.pdf>

VERMONT

VERMONT 2020

BACKGROUND

In 2014, the Vermont Agency of Commerce and Community Development began developing their first statewide CEDS. The state was still recovering from 2011's Tropical Storm Irene, and resiliency became a primary focus of the plan.

The CEDS was developed with input from the state's four regions (and their CEDS) as well as from state agencies, partner organizations, and the public. The mission of the plan is to improve the economic well-being of Vermonters while maintaining natural resources and community values.

Success is measured by growing jobs, wages, gross domestic product, and the genuine progress indicator (GPI). A less traditional measurement of economic success, the GPI takes into account economic, social, and natural assets and impacts.

Vermont 2020 is organized around four action areas:

- Access to finance and capital
- Workforce development and education
- Physical infrastructure
- Business environment

Each action area has a goal, measurable target, and strategies for meeting the goal.

SOURCES

PRIMARY URL <https://accd.vermont.gov/economic-development/major-initiatives/ceds>

STRATEGIC PLAN <https://accd.vermont.gov/sites/accdnew/files/documents/DED/CEDS/CEDS2020FullReport.pdf>



**Idaho Rural Partnership Idaho Strong Planning Participants
Boise, ID - December 12, 2018**

- Art Beal, Idaho Resource Conservation and Development Association
- Barbara Petty, University of Idaho – Extension
- Brian Dale, US Department of Housing and Urban Development
- Chanel Tewalt, Idaho State Department of Agriculture
- Christine Frei, Clearwater Economic Development Administration
- Darrell Bolz
- Daryl Moser, USDA – Rural Development
- Donna Pence
- Elly Davis, Idaho Community Foundation
- Harty Schmaehl, Idaho Development
- Jeff Marker, Idaho Transportation Department
- Jim Werntz, U.S. Environmental Protection Agency
- Jerry Miller, Idaho Department of Commerce
- Jess Harrison, Association of Idaho Cities
- Jon Barrett, Idaho Rural Partnership
- Ken Frederick, Bureau of Land Management
- Marjorie Schmaehl, Idaho Development
- Polly Hoyt, USDA – Farm Service Agency
- Randy Kemp, Idaho Commission for Libraries
- Randy Welk, USDA – National Agricultural Statistics Service
- Richard Berndt, U.S. Department of Commerce/Economic Development Administration
- Roy Valdez, Idaho Department of Labor
- Sally Toone, Idaho State Legislature
- Wally Jacobson, Panhandle Area Council, Inc.

Idaho Rural Partnership

ICRMP Building, Boise, Idaho

December 12, 2018

Wealthworks SWOT for Statewide CEDS

INTELLECTUAL – *The knowledge, creativity and innovation needed to solve problems and develop new ways of doing things. Investment in intellectual capital is through research and development and support for activities that increase innovation, as well as diffusion of new knowledge and applications. It can come from sharing with other people and communities.*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Civic Clubs • Kids – military academy scholarships • Funding for schools • Leaders addressing issues • Research institutions—discoveries that impact the world • Innovative companies • Apprenticeship programs • Level of technology • Strong industry sectors • Charitable organizations 	<ul style="list-style-type: none"> • Refuge integration (pessimism) • Lack of optimism • Need advanced skills • Basic skills • Graduation rate • Lack of promotion of CT programs (need to promote) • Traditional views, re: employment • Need parents to promote education/skills • Afraid of new • Close minded • Lack of vision - worldly
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New residents from out of state • Promoting CTE • Reaching parents • Community programs • Better communication • Arts/culture creative • Libraries • Youth leadership • Technology • Telemedicine • FFA/4H • Speak positive/encourage • K-Gray education opportunities 	<ul style="list-style-type: none"> • NIMBY (not in my back yard) • CAVE (citizens against virtually everything) • BANANA (build absolutely nothing anywhere near anything) • Mid to late adapters • Lack of broadband • Lack of parenting • Drug issues • Lack of arts/culture • Lack of transportation/health care • Technology and understanding of, reduces # of workers needed • Lack of person to person connectivity relationships • Social skills • Unemployment rate • View of Idahoans by outside

INDIVIDUAL – The skills and capacity, including health, that allow individuals to be productive. Investments in human capital include spending on skill development, education, training, and health maintenance and improvement.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Work ethic • National leaders • Entrepreneurial athletes – independent/autonomies • Small business owners – lone eagles/problem solvers • Creativity • Connection to communities – pride of place • Friendly – concern for others • Reliability • Accessible leaders • Tenacious • Volunteerism • Patriotic 	<ul style="list-style-type: none"> • Lack of inclusion • Skills workforce suicide • Educational attainment • Health (could improve) • Lack of aspiration • Independence • Empathy • Cooperation • Drugs • Change vs no change • “don’t ask for help” pride • Religion/culture • Myopic • Access to health care • Lack of transportation • Religious competition
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Engaged communities • Senior citizens • Leverage ‘peer pressure’ • Accessible health care • Religion = cooperation • New Americans • Workforce development • Work remotely from home • Expanded educational opportunities • Younger elected officials 	<ul style="list-style-type: none"> • NIMBY (not in my back yard) • CAVE (citizens against virtually everything) • BANANA (build absolutely nothing anywhere near anything) • Demographics -old and new communities • Same 10 people issue • Criminal justice system • Suicide rates • Drug use

POLITICAL – *The voice, power and influence over decisions needed to achieve your goals, including the distribution of resources, Investments in political capital are made through inclusive organizing – gathering and disseminating information, providing access to decision makers, creating broader constituencies and increased voice.*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • IRP • Accessibility • Nimble government • Conservative • Rural issues at forefront • Citizen decisionmakers • Senior federal reps – care about rural • Business sense of elected officials • Responsive • Collaboration between agencies 	<ul style="list-style-type: none"> • Conservative • 30% rural population • Connectivity • North and South Idaho • Pressure to conform • Population centers influenced by Spokane, Boise, Salt Lake • Urban-Rural divide – economies & industries • Regulatory issues, red tape • Relationships between levels/departments
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Revision of occupational licensing • Research on usable data • youth 	<ul style="list-style-type: none"> • 30% rural population • North and South Idaho • Pressure to conform • polarization

FINANCIAL – *Financial capital, including investments and personal savings, generates monetary returns that can be used for further investment or consumption. Stewardship of financial capital implies responsible investment to generate added income as well as eliminate unnecessary cost or waste. In creating wealth, we strive to invest financial capital in ways that increase and improve the quality of the other six forms of capital.*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Leverage resources/thrifty 	<ul style="list-style-type: none"> • Have/have not divide • Philanthropy capital • Regulatory and communication • We are afraid to ask • Need to provide finance tech assistance to loan clients → Low \$ loans more challenging to service
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Local option tax • Philanthropy • Opportunity zones • New market tax credits • State historic tax credit • Crowd sourcing local investing 	<ul style="list-style-type: none"> • Dependency on federal dollars

BUILT – The fully functioning constructed infrastructure (e.g., buildings, sewer treatment plants, manufacturing and processing plants, energy, transportation, communications infrastructure, technology) needed to support community well-being. Investment in physical capital is in construction, renovation, and maintenance. Built capital depreciates with use and requires ongoing investment to maintain its value.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Diversified sources of power (power portfolio) • Transportation system (rail & air) • Public housing¹ • Rural downtowns/businesses • Phone systems • Recreational facilities • Farms • Irrigation/water storage • Public television • Public safety facilities • Libraries/public buildings/schools/higher ed • Workforce training facilities • Port (Lewiston) • Low construction costs compared with surrounding states • Hydropower • Drinking water system/sewer 	<ul style="list-style-type: none"> • Air transportation • Broadband connectivity • Water/sewer/storm drain/septic systems • Aged housing stock • Affordable housing and availability of • Deteriorating downtowns • Access to health care • Underfunded public transportation • Rapid growth exceeding infrastructure capacity • Grocery stores/food deserts • Power grid • Overdependence on one pipeline² • Not enough workforce development facilities • Substandard building stock • Recreational facilities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 28 federally recognized opportunity zones • Transportation • Strong non-profit funding into infrastructure by national organizations • Lease/purchase of public buildings for public use (e.g., police, fire, ems, city/county govt, etc.) • Broadband • River transportation • Recreational facilities • Re-use of existing building stock • Education/workforce development space • Rural infrastructure upgrades • Preserve and improve historical sites • Community centers/gathering spaces • Co-work spaces • Power grid – wind, solar, micro hydro • Farmland preservation • Low construction costs • Ombudsman system • Waste/recycle systems 	<ul style="list-style-type: none"> • Natural disasters • Expanding populations = decline/domino effect on built systems (farms, infrastructure, etc.) • Deferred maintenance • On-line shopping • New construction/negatively impacting aquifers/infrastructure • Social isolation • Computer hacking • Aging infrastructure • Laws of surrounding states • Loss of youth • Loss of public access • Invasive species • Restricted capital • Absentee/foreign investments • Sprawl and affordability of housing • Aged/substandard housing stock • Loss of prime farmland/ag • Lack of available transportation logistics for Ag

¹ Group B questioned this

² Nancy note: there are 3 pipelines in North Idaho – people in Boise have no clue about what SWOT may be in the north, making it difficult to look at the state as a whole.

Analysis of Idaho State Agency Strategic Plans

March 2019

Purpose of this Analysis

This narrative and associated Excel spreadsheets make an important contribution to the development of a statewide comprehensive statewide economic development strategy (Idaho CEDS).

The analysis identifies and compares goals and strategies from Idaho state agency strategic plans that are directly or indirectly related to economic development. The purpose of this exercise was to identify similar and disparate goals and strategies across agencies. As described below, the ‘capitals framework’ developed by Wealth Works was used to group and compare the goals and strategies (www.wealthworks.org).

A second layer of analysis was completed using themes such as workforce development, business start-up and expansion, research, and external collaboration to identify more specific similarities and differences within the eight wealth capitals.

The data and observations provided by this analysis will be combined with other information to develop goals and strategies for the Idaho CEDS.

Source of State Agency Strategic Plans

Most state agencies are required to submit annual strategic plans to the Division of Financial Management. The strategic plans used for this analysis were submitted in mid-2018. They can be accessed here: https://dfm.idaho.gov/publications/bb/strategicplans/sp_index.html.

Identification of “Primary”, “Secondary” and “Other” Agencies

An initial review revealed that the goals and strategies of some agencies are more directly related to economic development than others. To take this observation into account, the agencies were sorted into the following three lists:

- “Primary” agencies are those deemed to have the most direct, primary relationship to economic development. The majority of the goals and strategies in these agencies’ strategy plans were included in this analysis.
- “Secondary” agencies are those deemed to have an indirect relationship to economic development. This analysis includes only the goals and strategies in these agencies’ strategic plans deemed to have implications for economic development.
- “Other” agencies are those that have little to no direct connection to economic development. Agencies on this list were not included in this analysis.

Primary Agencies

- Department of Commerce
- Department of Labor
- Department of Agriculture
- Idaho Transportation Department
- Department of Environmental Quality
- Department of Education – Office of the State Board of Education
- Department of Education – Superintendent of Public Instruction
- Department of Education – Career and Technical Education
- Department of Health and Welfare
- Small Business Development Center
- Tech Help
- STEM Action Center
- Workforce Development Council
- Agricultural Research and Extension Service (U of I)

Secondary Agencies

- Colleges and Universities
 - University of Idaho
 - Boise State University
 - Idaho State University
 - Lewis and Clark State College
 - North Idaho College
 - College of Western Idaho
 - College of Southern Idaho
 - College of Eastern Idaho
- Public Health Districts
- Department of Lands
- Department of Parks and Recreation
- Department of Fish and Game
- Department of Water Resources
- Soil Conservation Commission
- Commission on Hispanic Affairs
- State Historical Society
- Commission on the Arts
- Idaho Commission for Libraries
- Department of Finance
- Office of Energy Resources
- Public Utilities Commission
- Commission on Aging

Other Agencies

The following agencies and programs were not included in this analysis because they are deemed to have little to no direct connection with economic development:

- Idaho Public Television
- Health programs not affiliated with the Department of Health and Welfare or the Public Health Districts
- Forest Utilization Research
- Idaho Geological Survey
- Museum of Natural History
- Vocational Rehabilitation
- Department of Corrections and Department of Juvenile Corrections
- Idaho State Police
- Industrial Commission
- State Board of Accountancy
- State Appellate Public Defender
- Division of Building Safety
- State Board of Dentistry
- Board of Professional Engineers & Land Surveyors
- Board of Examiners
- Idaho State Lottery
- State Board of Medicine
- State Board of Nursing
- Bureau of Occupational Licenses
- Outfitters and Guides
- State Board of Pharmacy
- Public Defense Commission
- Real Estate Commission
- Division of Veterans Services
- Board of Veterinary Medicine

The Eight Wealth Capitals

The goals and strategies pulled from the “Primary” and “Secondary” agency strategic plans were sorted into the eight wealth capitals, as defined by the table below. Go to www.wealthworks.org for more information about the capitals framework.

Wealth Capital	Abbreviation*	Description
Individual	IND	Skills, understanding, physical and mental health of people
Intellectual	INT	Knowledge, resourcefulness, creativity, and innovation of people and organizations
Social	SOC	Trust, relationships, and networks
Cultural	CUL	Traditions, customs, ways of doing, and world views
Natural	NAT	Natural resources, e.g. land, air, water, biological
Built	BUI	Constructed infrastructure, e.g. buildings, sewer, water, broadband, roads
Political	POL	Goodwill, influence, and power that people and organizations can exercise in decision-making
Financial	FIN	Monetary resources available for investment

*Abbreviations used in Excel spreadsheets associated with this narrative report.

Themes Across and Within the Wealth Capitals

Once the strategic plan goals and strategies were sorted into the eight wealth categories, they were reviewed and grouped into the themes or topic areas below. This finer-grained analysis allowed a deeper, more complete understanding of the goals and strategies across and within each wealth capital and across the agencies. These themes were identified as part of this analysis; they were not pre-defined or determined.

Themes	Abbreviation*
Business recruitment	BR
Business start-up and expansion	BSE
Community and/or leadership development	CLD
Cost savings - internal	CSI
Customer service	CS
External collaboration	EC
Education - general	EG
Education - student development & achievement	ESD
Education - teacher development	ETD
Environment & natural resources	ENR
Funding and/or revenue	FR
Health - mental	HM
Health - physical	HP
Physical infrastructure	PI
Policy development	PD
Research	RE
Staff & other internal development	SD
Workforce development - general	WDG
Workforce development - health	WDH
Workforce development - STEM, Tech.	WDS

*Abbreviations used in Excel spreadsheets associated with this narrative report.

Analysis of Wealth Capitals

Most Frequently Re-occurring Wealth Capitals

Strategic plan goals and strategies striving to develop the *individual*, *intellectual*, and *social* capital of Idahoans and of the agencies themselves were the most frequently re-occurring capitals across agencies.

Individual Capital

A large number of the goals and strategies intending to develop the *Individual* capital of Idaho residents address the following:

- Increase access to K-12 and adult education opportunities. Several education/workforce development-related strategies have a specific focus on STEM (Science, Technology, Education, and Math) and, to a lesser extent, health fields.
- Developing teachers
- Maintaining and improving the safety and health of individuals

- Increasing the capacity of individual entrepreneurs and business owners to create and/or expand businesses.

The most frequently noted goals and strategies in the strategic plans related to developing the *Individual capital* within the agencies are summarized as follows.

- Improving customer service provided to Idaho residents and businesses.
- Staff development and retainment; increase expertise of staff

Intellectual Capital

A large number of goals and strategies seeking to develop the knowledge, resourcefulness, creativity, and innovation of people and organizations address the following:

- Promote innovation and professional development by sharing information that supports business start-ups, expansion, and, to a somewhat lesser extent, recruitment
- Meet current and anticipated workforce needs
- Leadership development at the community level
- Implement technology and administrative improvements to increase productivity and efficiency and reduce costs (within agencies)
- Enhance cybersecurity
- Conduct research or otherwise obtain data that increases understanding of economic development needs and opportunities

Social Capital

Goals and strategies that share an interest in developing trust, relationships, and networks came up prominently in the state agency plans reviewed for this analysis.

- External collaboration within and among businesses, communities, and agencies. Collaboration received notable attention in the following strategic plans: (1) most of the colleges and universities, and (2) Dept. of Commerce. With the exception of one strategy in the Dept. of Fish and Game strategic plan, encouragement of external collaboration was significantly last noticeable among the natural resource agencies.
- Building awareness, trust, and confidence of the people and organization served by state agencies.

Moderately Re-Occurring Capitals

Strategic plan goals and strategies deemed to be associated with *Built, Financial, and Political* capitals occurred numerous times, but not as frequently as those associated with the previously-described *Individual, Intellectual, and Social* capitals.

Built Capital

The majority of goals and strategies associated with *Built* capital relates to improving physical infrastructure. Specific types of infrastructure addressed most frequently include:

- transportation,
- water/wastewater
- technological (e.g. broadband)

Financial Capital

In this analysis, *Financial* capital primarily refers to:

- Increasing incentives intended to support business expansion and recruitment.
- Increasing funding to support state agency functions and funding (e.g. grant and training) programs.
- Realize cost savings, through, e.g. maintaining/increasing collection of taxes and fees for service

Political Capital

Strategic plan goals and policies that increase goodwill, influence, and power that people and organizations can exercise in decision-making generally fall into the following categories. See also similar goals and strategies described under *Social* capital.

- State policy development
- Administering existing policy in a transparent and fair manner
- External collaboration to support political capital (e.g. to increase consensus and understanding among stakeholders).
- Leadership development

Wealth Capitals Infrequently Addressed in State Agency Strategic Plans

The following wealth capitals were least-frequently addressed in the state agency plans included in this analysis:

Natural

- Protection/conservation of plants and animals
- Protection of air quality
- Protection of ground and surface water quality

Cultural

- Safeguard a culture in which consumer confidence is maintained and increased

- Protect culturally and historically significant sites
- Incorporate societal and global needs into state and local initiatives.

Summary Observations about Themes

As part of this analysis, the state agency strategic plans were reviewed in the context of the Themes (described on page 5). A summary of most-frequently, moderately, and infrequently re-occurring themes is provided below. These themes helped aid the identification of similar goals and strategies within and between the strategic plans.

Most frequently re-occurring themes

- Business start-up, expansion
- External collaboration
- Education, student development
- Workforce development (with several references to STEM and health fields)

Moderately re-occurring themes

- Business recruitment
- Community development and leadership
- Customer service (provided by the agencies)
- Cost savings and incentives
- Staff development

Least frequently re-occurring themes

- Environment and natural resources
- Education, teacher development
- Funding and/or revenue
- Health, physical and mental
- Policy development
- Physical infrastructure
- Research

Idaho Population Changes by County 2010 - 2022

Source: U.S. Census Bureau				
Geography	April 2010 Census	April 2020 Census	2010 - 2020 % Change	2020 Rank by % Change
State of Idaho	1,567,582	1,839,106	17.3%	
Madison County	37,536	52,913	41.0%	1
Ada County	392,365	494,967	26.1%	2
Kootenai County	138,494	171,362	23.7%	3
Canyon County	188,923	231,105	22.3%	4
Valley County	9,862	11,746	19.1%	5
Bonneville County	104,234	123,964	18.9%	6
Jefferson County	26,140	30,891	18.2%	7
Twin Falls County	77,230	90,046	16.6%	8
Bonner County	40,877	47,110	15.2%	9
Gem County	16,719	19,123	14.4%	10
Teton County	10,170	11,630	14.4%	11
Blaine County	21,376	24,272	13.5%	12
Payette County	22,623	25,386	12.2%	13
Franklin County	12,786	14,194	11.0%	14
Adams County	3,976	4,379	10.1%	15
Boundary County	10,972	12,056	9.9%	16
Jerome County	22,374	24,237	8.3%	17
Boise County	7,028	7,610	8.3%	18
Minidoka County	20,069	21,613	7.7%	19
Cassia County	22,952	24,655	7.4%	20
Nez Perce County	39,265	42,090	7.2%	21
Oneida County	4,286	4,564	6.5%	22
Bear Lake County	5,986	6,372	6.4%	23
Latah County	37,244	39,517	6.1%	24
Elmore County	27,038	28,666	6.0%	25
Bingham County	45,607	47,992	5.2%	26
Bannock County	82,839	87,018	5.0%	27
Owyhee County	11,526	11,913	3.4%	28
Shoshone County	12,765	13,169	3.2%	29
Washington County	10,198	10,500	3.0%	30
Benewah County	9,285	9,530	2.6%	31
Idaho County	16,267	16,541	1.7%	32
Fremont County	13,242	13,388	1.1%	33
Caribou County	6,963	7,027	0.9%	34
Gooding County	15,464	15,598	0.9%	35
Power County	7,817	7,878	0.8%	36
Lemhi County	7,936	7,974	0.5%	37
Clearwater County	8,761	8,734	-0.3%	38
Lincoln County	5,208	5,127	-1.6%	39
Custer County	4,368	4,275	-2.1%	40
Camas County	1,117	1,077	-3.6%	41
Lewis County	3,821	3,533	-7.5%	42
Butte County	2,891	2,574	-11.0%	43
Clark County	982	790	-19.6%	44

2021 Population Estimates of Incorporated Idaho Cities

		Geographic Area 2021		
Boise, Idaho	237,446		Gooding, Idaho	3,713
Meridian, Idaho	125,963		Heyburn, Idaho	3,692
Nampa, Idaho	106,186		Ketchum, Idaho	3,588
Idaho Falls, Idaho	66,898		Grangeville, Idaho	3,431
Caldwell, Idaho	63,629		Orofino, Idaho	3,275
Pocatello, Idaho	57,092		Salmon, Idaho	3,190
Coeur d'Alene, Idaho	55,904		Soda Springs, Idaho	3,118
Twin Falls, Idaho	53,213		Homedale, Idaho	2,996
Post Falls, Idaho	42,610		Wendell, Idaho	2,926
Rexburg, Idaho	35,300		Iona, Idaho	2,885
Lewiston, Idaho	34,447		Filer, Idaho	2,824
Eagle, Idaho	32,100		Montpelier, Idaho	2,669
Kuna, Idaho	26,673		Sugar City, Idaho	2,616
Moscow, Idaho	25,850		Bellevue, Idaho	2,568
Ammon, Idaho	18,673		Bonnars Ferry, Idaho	2,561
Mountain Home, Idaho	16,235		Dalton Gardens, Idaho	2,556
Hayden, Idaho	16,194		Spirit Lake, Idaho	2,462
Chubbuck, Idaho	15,842		St. Maries, Idaho	2,423
Star, Idaho	12,912		Kellogg, Idaho	2,374
Jerome, Idaho	12,555		Malad City, Idaho	2,303
Blackfoot, Idaho	12,332		Victor, Idaho	2,236
Garden City, Idaho	12,288		Driggs, Idaho	2,139
Burley, Idaho	11,863		Parma, Idaho	2,114
Rathdrum, Idaho	10,223		Sun Valley, Idaho	1,814
Middleton, Idaho	10,169		Aberdeen, Idaho	1,797
Hailey, Idaho	9,463		Priest River, Idaho	1,742
Sandpoint, Idaho	9,003		Pinehurst, Idaho	1,729
Payette, Idaho	8,415		Shoshone, Idaho	1,678
Emmett, Idaho	7,819		Wilder, Idaho	1,656
Fruitland, Idaho	6,454		Osburn, Idaho	1,625
Rupert, Idaho	6,099		New Plymouth, Idaho	1,535
Weiser, Idaho	5,810		Ponderay, Idaho	1,470
Preston, Idaho	5,771		Paul, Idaho	1,441
Rigby, Idaho	5,241		Glenns Ferry, Idaho	1,295
Shelley, Idaho	5,032		Marsing, Idaho	1,263
Kimberly, Idaho	4,824		Ucon, Idaho	1,216
Buhl, Idaho	4,654		Kamiah, Idaho	1,204
American Falls, Idaho	4,610		Lapwai, Idaho	1,185
McCall, Idaho	3,844		Hansen, Idaho	1,105
St. Anthony, Idaho	3,752		Franklin, Idaho	1,062

Plummer, Idaho	1,048	Deary, Idaho	518
Genesee, Idaho	1,044	Dubois, Idaho	514
Kootenai, Idaho	1,002	Georgetown, Idaho	513
Cascade, Idaho	993	Craigmont, Idaho	493
Hagerman, Idaho	981	Nezperce, Idaho	487
Ashton, Idaho	952	Idaho City, Idaho	484
Grace, Idaho	938	Mackay, Idaho	473
Challis, Idaho	922	Pierce, Idaho	472
Dover, Idaho	917	Fairfield, Idaho	463
Arco, Idaho	908	Grand View, Idaho	458
Council, Idaho	908	Richfield, Idaho	442
Troy, Idaho	906	Clifton, Idaho	428
Moyie Springs, Idaho	874	Lewisville, Idaho	426
Cottonwood, Idaho	847	Culdesac, Idaho	418
McCammon, Idaho	824	Weippe, Idaho	405
Horseshoe Bend, Idaho	818	Eden, Idaho	397
Greenleaf, Idaho	814	Riggins, Idaho	383
Hazelton, Idaho	813	Lava Hot Springs, Idaho	369
Inkom, Idaho	809	Basalt, Idaho	365
Wallace, Idaho	808	Arimo, Idaho	351
Teton, Idaho	806	Declo, Idaho	348
Oakley, Idaho	804	Cambridge, Idaho	347
Potlatch, Idaho	774	Newdale, Idaho	331
Hauser, Idaho	770	Mud Lake, Idaho	330
Athol, Idaho	724	Tetonia, Idaho	311
Menan, Idaho	723	Bancroft, Idaho	303
Ririe, Idaho	694	Parker, Idaho	301
Carey, Idaho	691	Winchester, Idaho	295
Smelterville, Idaho	691	Dietrich, Idaho	293
Mullan, Idaho	666	Kendrick, Idaho	291
Hayden Lake, Idaho	662	Irwin, Idaho	273
Juliaetta, Idaho	632	Donnelly, Idaho	260
Notus, Idaho	610	Bliss, Idaho	259
Melba, Idaho	581	Hollister, Idaho	256
Downey, Idaho	562	Worley, Idaho	255
Paris, Idaho	553	Swan Valley, Idaho	254
New Meadows, Idaho	546	Albion, Idaho	242
Clark Fork, Idaho	540	Rockland, Idaho	241
Roberts, Idaho	539	East Hope, Idaho	239
Firth, Idaho	530	Oldtown, Idaho	235
Weston, Idaho	529	Harrison, Idaho	229
Kooskia, Idaho	527	Castleford, Idaho	219
Dayton, Idaho	526	Bloomington, Idaho	206

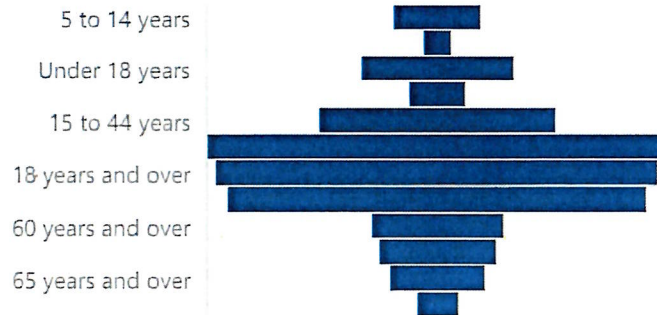
Midvale, Idaho	204
Onaway, Idaho	202
Wardner, Idaho	198
Island Park, Idaho	193
Bovill, Idaho	192
Stites, Idaho	177
St. Charles, Idaho	172
Malta, Idaho	169
Moore, Idaho	168
Peck, Idaho	168
Fernan Lake Village, Idaho	167
Crouch, Idaho	163
Elk River, Idaho	141
Ferdinand, Idaho	136
Acequia, Idaho	133
Murtaugh, Idaho	122
Stanley, Idaho	122
Hope, Idaho	100
Huetter, Idaho	100
Leadore, Idaho	94
Tensed, Idaho	90
Minidoka, Idaho	89
Hamer, Idaho	88
White Bird, Idaho	88
Butte City, Idaho	81
Reubens, Idaho	47
Placerville, Idaho	46
Atomic City Idaho	41
State Line, Idaho	39
Oxford, Idaho	38
Spencer, Idaho	29
Drummond, Idaho	14
Clayton, Idaho	9
Warm River, Idaho	1

Source: U.S. Census Bureau,
Population Division
Release Date: May 2022

Idaho Socioeconomic and Demographics Snapshot

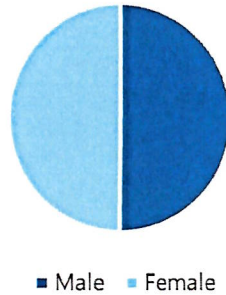
Age dynamics are an important metric of Idaho's workforce. An aging population and low percentages of children impact the availability of future workers.

Idaho Population by Age Category



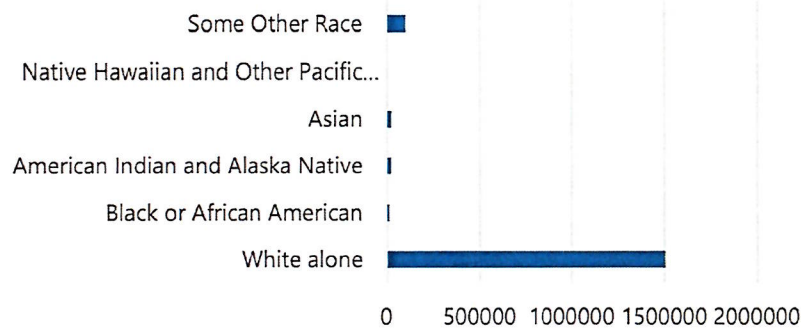
The number of men and women are equal, 50.2% of the population is male and 49.8% female.

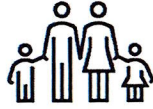
Population by Gender



Idaho is not as diverse as most states.

Idaho Race and Ethnicity





Total Families – 476,740

Average Family Size – 3.21

The median household income is \$63,377 (2021 dollars); per capita income is \$31,509.

Idaho poverty rate is 11.0%.



Total Households – 693,882

Average Household Size – 2.7

78% are single unit structures, 14.7% are 2/more unit structures, 7.2% are mobile homes/other

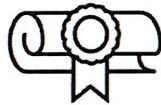
Owner Occupied Units – 7.19%

Renter Occupied Units – 28.1

Median House Value - \$266,500

Average Mortgage - \$1,395

Median Gross Rent - \$952



Educational Attainment

High School Graduate or Higher – 91.2%

Bachelor’s Degree or Higher – 29.1%



Businesses

**Total Employer Establishments
51,957**

**Total Employment (2020)
637,810**

**Total Annual Payroll
\$28,806,542**

**Total Non-Employer Establishments
142,798**

**Employed Population
(16 Years of Age and over)
901,819**

**Private for Profit & Salary Workers
627,858**

**Employees of Private Companies
584,263**

**Self-Employed in Own
Incorporated Business Workers
43,595**

**Private Not-for-Profit Workers
58,820**

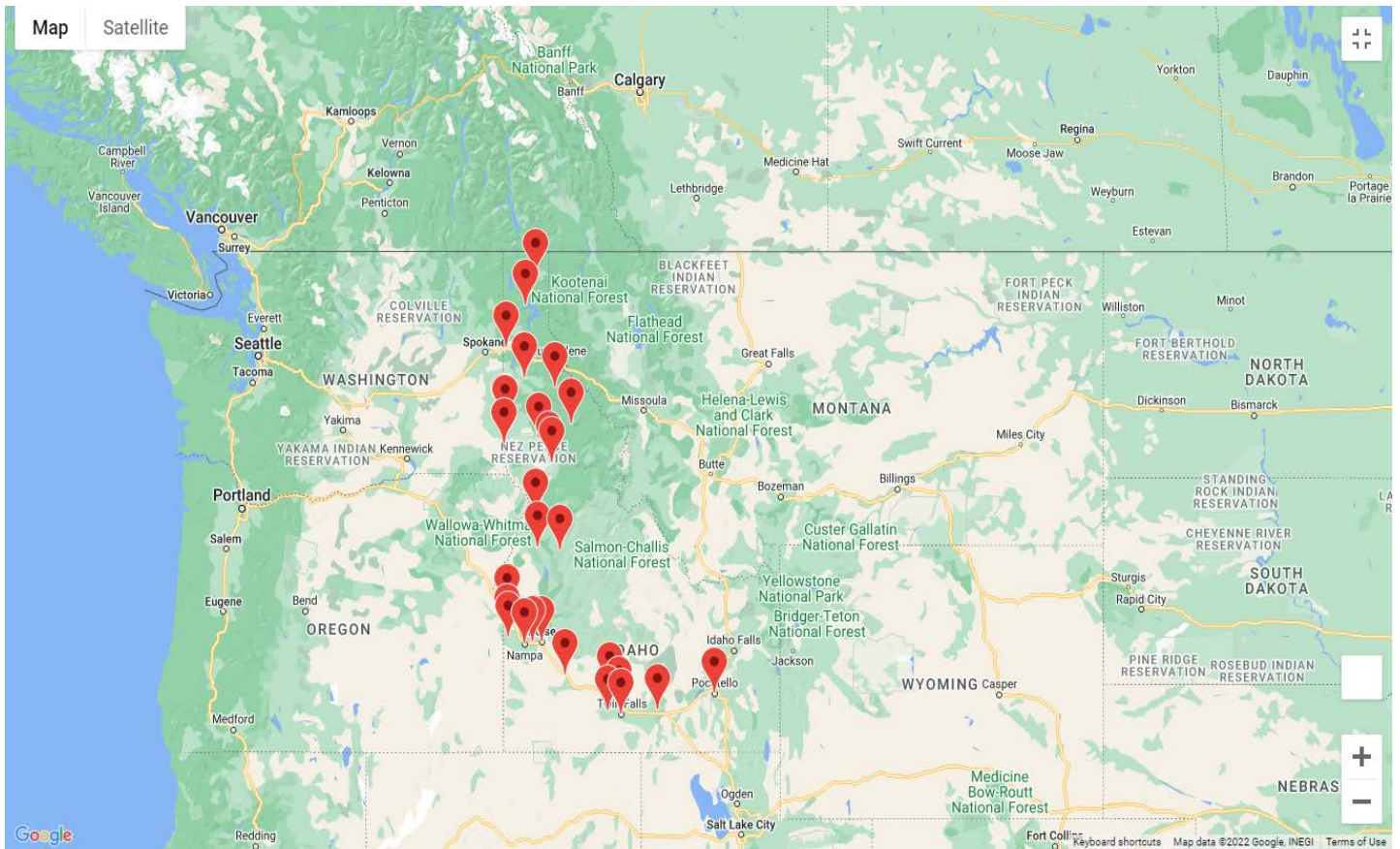
**Local Government Workers
64,001**

**State Government Workers
47,748**

**Federal Government Workers
26,472**

**Self-Employed in Own Not-
Incorporated Business Workers and
Unpaid Family Members
76,920**

Idaho Opportunity Zones – www.commerce.idaho.gov/incentives-and-financing/opportunity-zones



- Boise – (Ada County) Centrally located within the City of Boise, this opportunity zone has transportation infrastructure, including rail and interstate, and benefits from significant nearby residential areas. The area includes a diversity of land uses and employment opportunities such as the St. Alphonsus Regional Medical Center, which has realized continued investment and employment growth. This Boise opportunity zone is approximately 3 miles from the city’s downtown, the civic and employment center of Idaho.
- Meridian – (Ada County) This census tract contains strong and emerging central markets for industrial companies, health science and higher education organizations, regional transit groups, small businesses, and housing. It is seen by the city as the key to connecting consumers, commuters and workers living across the Treasure Valley. The tract has convenient freeway access, well-built local roads and an active rail corridor boasting a strong infrastructural advantage in creating long-term opportunities for profitable investment, innovation, and growth.
- Bonner’s Ferry – (Boundary County) FOREIGN TRADE ZONE (FTZ) This opportunity zone includes a foreign trade zone. The FTZ program supports businesses with a U.S. location that import parts, materials or components for manufacturing and finished goods or parts for distribution, either exported or sold in the U.S. Additionally, foreign and domestic goods held for export are exempt from state and local inventory taxes.

- Buhl – (Twin Falls County) This zone contains an active rail line and encompasses most of the community's commercial and residential zones. Buhl has a walkable downtown with a diverse population and business environment. The Buhl area has available workforce and can accommodate larger manufacturing and food processing with available municipal utilities. Buhl is surrounded by agriculture, and commercial and industrial zoned areas. The city is also home to one of the premier golf courses in southern Idaho.
- Clearwater County - This opportunity zone represents all of Clearwater County, including four incorporated municipalities: Elk River, Orofino, Pierce and Weippe. Ready access to natural resources makes it suitable for recreational technology firms looking to build and test their products right in their backyard. The county's economic development team is focused on housing and is also currently working on a marketing campaign to attract cross-laminated timber manufacturing to the area.
- Gooding – (Gooding County) This opportunity zone covers northern Gooding County and includes the city of Gooding, the county seat and home to the Idaho School for the Deaf and Blind. Gooding's Urban Renewal Agency holds title to a 22-acre shovel-ready industrial park, complete with water and sewer services, and rail siding providing access to the Mainline of the Union Pacific Railroad. The College of Southern Idaho maintains a satellite campus in the community that is equipped to offer remote degree and vocational education programs.
- Jerome – (Jerome County) This opportunity zone encompasses part of the city of Jerome's Urban Renewal area. The zone is served by an active rail line with easy access to the Interstate. A recent water and sewer line extension along Main Street opened several parcels for commercial and industrial development. The area also hosts several historic buildings ripe for redevelopment.
- Kamiah – (Lewis County) This opportunity zone includes the city of Kamiah, home to former lumber mills, tribal enterprises including a casino, and a number of historic commercial facilities. Upstream from the cities of Orofino and Lewiston, Kamiah sits on the banks of the Clearwater River and the Lewis and Clark Trail. The community sees potential in both heritage and recreational tourism.
- Kooskia – (Idaho County) This opportunity zone includes the city of Kooskia, which sits at the confluence of the main and south forks of the Clearwater River, affording opportunities for tourism and recreation industries. The zone is a mix of timber and prairie lands, popular for both fishing and hunting. The zone has a few former mill sites ideal for value-added timber or industrial development.
- Lewiston – (Nez Perce County) This opportunity zone includes a historic downtown, a residential area, and a freight corridor linking the city's largest employers to furthest inland port in the Pacific Northwest used for barge and rail transport. The Port of Lewiston is the top export gateway for wheat in the United States. The zone is a mix of rehabilitated and deteriorated buildings with multiple large institutions. It is a cultural corridor linking the Snake and Clearwater Rivers, library, downtown, Pioneer Park, hospital and Lewis and Clark State college. The port contains many shovel-ready industrial properties, including a vacant riverfront parcel suitable for a cruise ship dock and RV park.

- Moscow – (Latah County) This opportunity zone covers northwest Moscow and a significant portion of its historic downtown. The downtown area has undergone a recent renaissance of new restaurants, breweries and wineries, and includes a number of historic buildings. Downtown is surrounded by a mix of mature rental and owner-occupied housing in need of revitalization. This zone also includes the Palouse Mall, a regional shopping center ripe for reinvestment. The city has three primary economic development focuses including: redevelopment of the prior agricultural and industrial area, expansion of light industrial and advanced manufacturing sectors, and the continued reinvestment and revitalization of downtown Moscow.
- Moscow – (Latah County) This opportunity zone includes southwest and southern Moscow, the University of Idaho campus and the Legacy Crossing Urban Renewal District. This zone may be ideal for attracting venture capital and investment in new mixed-use development, revitalized multifamily rental housing, and new industrial and advanced manufacturing facilities.
- Mountain Home – (Elmore County) This opportunity zone contains most of the city's commercial and retail business, including a 400-acre industrial campus. It is a few short miles from Mountain Home Air Force Base, a military installation estimated to have an annual economic impact of \$965 million. The zone consists of approximately one third of the city of Mountain Home as well as the entire downtown corridor.
- Nampa – (Canyon County) Located just north of downtown Nampa, this opportunity zone contains the iconic Lakeview Park and several historic homes. This census tract is one of the most impoverished tracts in the Treasure Valley. The area lacks a grocery store and contains several vacant commercial properties that are currently ripe for redevelopment. Community improvements, including a pathway along Indian Creek, are planned to help spur residential redevelopment.
- New Meadows – (Adams County) This opportunity zone covers New Meadows and the northern part of Adams County, including both the Tamarack Mill and Brundage Mountain ski resorts. The mission of New Meadows is to provide citizens with a safe and clean community while developing a vibrant, diverse economy. In recent years, the city has passed bonds for water and sewer improvement, making the area shovel-ready for commercial, residential and light industrial development. The zone also contains a number of geothermal wells to be developed for recreational and agricultural use.
- Nez Perce Reservation - This Nez Perce Tribe Opportunity Zone includes direct access to US 12 and serves as a hub and gateway to several outdoor recreational amenities. As such, the zone is transitioning from timber to tourism and recreational technology industries. The zone is home to the former Richardson Mill site, a location ripe for redevelopment.
- Parma – (Canyon County) This opportunity zone's distinctive placement at the junction of two rivers, the Union Pacific main line, US Highway 95 and 15 minutes from Interstate 84 render it ideal for growers, shippers, manufacturers, commuters and travelers. Crop production, food processing and agri-science are the dominant industries in this opportunity zone. The zone also includes fertile farmland suitable for wineries and/or hops for craft beer brewing.
- Payette – (Payette County) This opportunity zone is ripe for industrial development. The area has direct access to US Highway 95, State Highway 52 and is only three miles from Interstate 84. The

Union Pacific main line runs directly through this opportunity zone with numerous existing rail spur access sites. Power, gas, and fiber cable are readily available. City water and sewer services are accessible with plenty of capacity to serve the needs of new developments, including housing.

- Pocatello – (Bannock County) Centrally located within the city of Pocatello, this opportunity zone extends from its historic downtown northward. Transportation infrastructure, including nearby rail and interstate access, is readily available. The area includes a diversity of land uses and employment opportunities including residential, commercial, and industrial. The Pocatello opportunity zone covers the north portion of historic Old Town Pocatello and some of the NeighborWorks Pocatello “Neighborhoods of Historic Old Town.” Industrial and potential mixed-use areas are north of downtown.
- Post Falls – (Kootenai County) The City of Post Falls has long seen this Opportunity Zone as a critical piece to the city’s identity, economic development, and downtown core. It is regarded as a recreational gem. The Post Falls Opportunity Zone provides the city with an important tool to assist with developing the area into a vibrant gathering place for its citizens to enjoy, resulting in tourism growth and an increased housing for the workforce labor market. To assist with increased growth, the city believes the addition of more medical and commercial facilities, along with housing, is needed in this area.
- Riggins – (Idaho County) This mountainous opportunity zone, with the Main Salmon River running from one end to the other, contains a large portion of public land, including the Nez Perce National Forest. The city of Riggins is nestled deep within a canyon at the confluence of the Main Salmon River and the Little Salmon River, approximately 150 miles north of Boise, Idaho. The geographic setting of this zone makes it a prime location for recreation and tourism opportunities, particularly related to fishing or whitewater activities.
- Rupert – (Minidoka County) This opportunity zone contains a section of the city of Rupert east of Idaho Highway 24. The zone includes a sizeable amount of riverfront property along the west bank of the Snake River, as well as industrial, commercial, and residential development property along the south side of Rupert. Rupert prides itself on access to the outdoors, a progressive business climate and a friendly, tight-knit community.
- Sandpoint – (Bonner County) This opportunity zone encompasses downtown Sandpoint and shoreline along both Lake Pend Oreille and Sand Creek. The region is part of Idaho’s growing aerospace and technology industry. With the completion of the US 95 bypass, the city is employing several strategies to revitalize its downtown and encourage mixed use residential development and historic preservation within the zone. Industries that will likely thrive in this opportunity zone are the hotel, retail, restaurant, and entertainment industries, as well as technology and software.
- Shoshone County - This zone includes the communities of Kellogg, Wardner, Smelterville and Shoshone County. Once home to the largest silver processing facility in the world, it now contains a destination resort, Silver Mountain, with skiing and mountain biking. The trail of the Coeur d'Alenes which ranks as one of the top trails in the country runs through the area. The zone contains several historic buildings and several parcels have been cleared by the Idaho Department of Environmental Quality for redevelopment.

- St. Maries - (Benewah County) This opportunity zone includes the eastside of St. Maries, Idaho, that sits east of Coeur d'Alene Avenue. Timber is the dominant industry in this zone. Investment potentials identified by the community include residential housing, lodging facilities and value-added timber product facilities or businesses.
- Twin Falls – (Twin Falls County) This opportunity zone contains the original Twin Falls townsite and is home to most of the community's historic structures. The area has good infrastructure with excellent growth potential for housing, hotels, and restaurants. This zone is also the primary gateway to Twin Falls from the local airport.
- Valley County - This opportunity zone includes the mountain communities of Donnelly, Lake Fork and the southwest quadrant of McCall, Idaho, west and south of Idaho State Highway 55. This area is strategically positioned to serve as the hub for the proposed Midas Gold project and is ideally suited to host the sub-contracting firms and workers that may be drawn to the area to serve the mine.
- Wilder – (Canyon County) This opportunity zone is home to US-95, a major north/south highway corridor connecting Canada to Mexico, rail access, and easy access to Interstate 84. Dominant industries in this zone include crop production, food processing and agri-science. This area is the heart of Idaho wine country, housing most of the state's vineyards and wineries. and is known for its hops; an ingredient crucial to the craft beer brewing industry.

EDDI AND Idaho Department of Commerce Statewide CEDS SWOT Responses

Strengths

- Attractive, livable communities
- Quality of life
- Active organizations, chambers, and service groups
- Affordable cost of living

- Tourism/Recreation Access
- Tourism assets
- Tourism/Outdoor recreation
- Outdoor recreation

- Access to natural resources
- Access to natural resources
- Good natural resources/assets

- Modern healthcare facilities
- Healthcare
- Strong health care systems

- Regional Economic Cooperation
- Regional Collaboration

- Diversity of agriculture production
- Viable industry clusters – aerospace, biomedical, manufacturing, agriculture, wood products, mining

- Strong human capital

- Access to energy resources

- Constructed infrastructure

- Transportation corridors E-W, N-S

Weaknesses

- Lack of specialized workforce
- Lack of well-trained workforce
- Lack of well-trained workforce
- Lack of well-trained workforce
- Lack of customized workforce training
- Aging workforce

- Lack of housing availability
- Lack of housing availability
- Lack of housing availability
- Lack of affordable housing

- Broadband connectivity
- Technology/communications
- Broadband accessibility and affordability, redundancy and adoption

- Low wages
- Low wages

- Lack of transit/air transportation
- Lack of transit/air transportation

- High poverty

- Patchwork economy, that is not diversified throughout the regions/state

- Highway/Transportation network

- Limited funds for infrastructure, maintenance and improvements

- Limited disaster resiliency/recovery plan

- Cultural stereotyping, national and international image

- Political polarization

Opportunities

- Proximity to higher education
- Higher education options and opportunities
- Cultural, financial and career counseling impediments to obtaining higher education
- Technology in secondary schools
- Collaboration to match education to industry needs

- Skilled labor force
- Avoiding brain-drain
- Attract more youth
- Population growth

- Quality of life
- Quality of life
- Expand sports, cultural and recreational opportunities, use quality of life to attract businesses

- Tourism and recreation attractions
- Tourism attraction

- Development of University of Idaho Ag-Research Center
- Expand research and innovation resources to support food production, processing, and science

- High profile citizens contributing to education, arts, etc.
- Mentoring and coaching, connect seniors to youth

- Improved wages would improve cost of living

- Attractive communities

- Public-private partnerships

- Niche in aerospace manufacturing cluster

Threats

- Low wages
- Lack of livable wages
- Wage differential with neighboring states and mid-west
- Lack of cultural, financial and career counseling impediments to obtaining higher education
- Mentality of low-wage advantage

- Low housing inventories
- Lack of affordable housing
- Lack of affordable housing
- Increase housing prices

- Aging population and workforce
- Exiting of youth/younger generations
- Brain drain

- Infrastructure deficiencies
- Broadband inaccessibility

- Loss of businesses

- Changes in state and federal budget priorities

- Mismatch between education and training to the labor market

- Lack of diversity in a changing environment

- Lack of mass travel

- Political infighting