

## 2019 Economic Development Strategic Plan

*A strategic, data-driven approach to adaptive decision-making in Ferry County.*

**Mission:** To strengthen and fortify the economy of Ferry County using a written strategy and data-driven decisions. We work to be fluid and flexible to demonstrate how Ferry County is a place to expand or relocate a business, while maintaining our community’s culture and collaborating with the Colville Confederated Tribes.

**Strategy:** In order to ensure a strong foundation for long-term stability and growth, local economic development strategies need to be driven by local assets and realities, a diverse industry base, equal opportunity commitments, and sustainable business practices. Ferry County is a unique environment in that it is one of the most authentic (and last remaining) frontier and remote communities in northeastern Washington. In response to its more recent economic challenges, it is recommended using this written strategy as a living document to adjust, adapt, and change to circumstances over time.

1. Use data, research, and evaluation to assess community needs and economic development as it aligns with quad county efforts for regional collaboration (NorthStarOz & NEWC – the quad county consortium).
2. Use data and validated information to implement programs, make changes, and create innovative opportunities, programs, or projects.
3. Protect the natural environment while managing the forest and diversifying agriculture and local food system.
4. Identify and focus on community assets for use in business recruitment and retention.
5. Build social and financial capital through local projects and countywide grant capacity.
6. Embrace regional efforts with health coalition, WSU medical college, and Extension offices.
7. Identify entrepreneurial ecosystems for direct marketing and added value products (including agriculture and food system intersections).
8. Using data, research, and analytics from economic development portal, Ferry County Sunrise, to reach industry-specific small businesses for business recruitment purposes.
9. Veteran outreach and programs to serve a large veteran population.
10. Identify needs, challenges, and opportunities to support the Retirement Community
11. Organize and promote outdoor recreation and tourism (heritage and agritourism).

**Reasons to explore our Economic Development:** Here are some performance indicators for Ferry County. The following table compares 2015 - 2017 data for all business operations in Ferry County that contribute to the local economy. Your Economy (YE) makes the distinction between resident and nonresident business types because they too believe that “locally owned” business typically have more influence on job creation than businesses whose headquarters are located outside of the region. Noncommercial businesses are then a compilation of educational institutions, post offices, government agencies, and nonprofit organizations.

Business By Type	2015	2016	2017
All	406	395	411
Resident	60.8%	63.3%	65.7%
Nonresident	3.7%	3.3%	3.9%
Noncommercial	35.5%	33.4%	30.4%

Ferry County Sunrise

Jobs By Stages			
All	2.7K	2.7K	2.7K
Self-Employed	2.3%	2.6%	2.6%
One (2 to 9)	44.0%	43.5%	43.9%
Two (10 to 99)	43.7%	43.9%	43.5%
Three (100 to 499)	10%	10%	10%
Four 500 (+)	0.0%	0.0%	0%
Jobs Change			
Gained	217	356	166
Lost	252	351	169
Net Change	-35	5	-3
Sales/Revenue			
All	\$343M	\$334M	\$207M
Sales per Employee	\$127K	\$123K	\$77K
Sales per Business	\$843.7K	\$844.5K	\$502.5K

**It is important to note here how strong this evidence points to the importance of locally-owned and operated small businesses and their economic impact on the local economy.** In Ferry County, the biggest employers are residential businesses followed by noncommercial enterprises with a majority of those being staffed with less than 100 employees.

In comparison to the quad county area, the following table compares 2017 data that aims to illustrate each county's economic difference in comparison to their regional economic hubs.

County	All (K)	R (%)	NR (%)	NC (%)	Jobs (K)	Self (%)	2-9 (%)	10-99 (%)	100-499 (%)	500+ (%)	Gain (K)	Lost (K)	Net Change	Sales (\$)	\$/EMP	\$/EST
Okanogan #22	2.5	79.2	6.6	14.2	33.2	1.6	18.5	21.3	12	46.6	3.1	2.6	504	\$3B	\$90K	\$1.2M
Ferry #36	411	65.7	3.9	30.4	2.7	2.6	43.9	43.5	10	0	166	169	-3	\$207M	\$77K	\$502.5K
Stevens #27	1.9	79.7	7.2	13.1	13.5	2.8	34.0	41.7	21.5	0	1.5	983	501	\$1B	\$100K	\$708.6K
Pend Oreille #34	556	77	5.2	17.8	4.4	2.6	30	38.6	28.8	0	711	532	179	\$745M	\$168K	\$1.3M
Spokane #4	26.8	84.4	10.3	5.3	260.3	1.8	24.8	40.7	18.2	14.5	25.3	22	3.3	\$45B	\$173K	\$1.7M

Out of the 39 counties in Washington State, Spokane County is ranked #4, Okanogan County is ranked #22, Stevens County is ranked #27, Pend Oreille is ranked #34, and Ferry County is ranked #36. However, similar to Ferry County, the economic mock-up of the quad county area in Northeast

Washington is still primarily sustained by locally-owned small (or residential) businesses and other noncommercial enterprises with a majority of those being staffed with less than 100 employees.

The following table aims to demonstrate regional business ownerships statistics for the Okanogan Highlands based on 2012 Census Data.

2012 Business Data	Okanogan County	Ferry County	Stevens County	WA State
All firms	3,182	440	2,913	541,522
Men-owned firms	1,601	208	1,369	262,650
Women-owned firms	892	131	861	187,677
Minority-owned firms	228	76	151	92,807
Non-minority owned firms	2,735	351	2,601	426,697
Veteran-owned firms	440	30	426	49,331
Nonveteran-owned firms	2,436	366	2,280	461,401

Total # of Vets	Okanogan County	Ferry County	Stevens County
2013 - 2017	3,829	921	5,018

However, as the state continues to evolve, so will its industries. Now is an opportune time for the quad county to focus on its high growth industries, key sectors, and the potential for others that support our small business growth and expansion region/statewide. These sectors include: agriculture and food manufacturing, clean technology, forest products, information and communications technology, as well as life sciences that support rural health.

Unemployment is an overall issue across the region. As noted by the WSU Medical College, there is little in the way of industry apart for government and/or medical jobs. Poverty and limited economic opportunity impact access to housing, transportation, insurance, and healthy food; all of which have both direct and indirect impacts on health and healthcare access.

Here are the Top 5 Social Determinants that are affecting Healthcare in the Quad – County (Based on the assessment provided by the WSU Medical College)

Okanogan	CCT/Spokane	Ferry	Stevens	Pend Oreille
Housing	Housing	Housing	Housing	Transportation
Transportation	Transportation	Transportation	Transportation	Housing
Insurance Coverage	Education	Healthy Food	Insurance Coverage	Insurance Coverage
Healthy Food	Safe Neighborhoods	Education	Education	Healthy Food
Education	Healthy Food	Insurance Coverage	Healthy Food	Safe Neighborhoods

\*Total Recorded Responses Overall: 131 Surveys and 34 Phone Interviews across Northeastern Washington. Other Social Determinants that are worth noting include: discrimination and concerns about immigration status and/or deportation. In almost all regions, housing and transportation are main concerns with then education and access to healthy foods being closely tied with concerns about insurance or healthcare coverage.

While according to TEDD and its most recent SWOT (strengths, weaknesses, opportunities, and threats) Analysis, the following information is intended to highlight specific aspects of the regional economy to help us strategize where (we) as a committee can have the greatest impact. For more information regarding this analysis, visit [www.tricountyedd.com](http://www.tricountyedd.com).

Strengths	Opportunities
<ol style="list-style-type: none"> <li>1. Community’s support of its family-owned small businesses.</li> <li>2. Access to local educational resources.</li> <li>3. Community’s strong agricultural &amp; timber background.</li> <li>4. Natural resources abundancies for both industry and recreational use.</li> <li>5. Healthcare network of hospitals, clinics, in-home health, etc.</li> <li>6. The area is recognized for its tourism &amp; outdoor recreation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase regional broadband connectivity.</li> <li>2. Expand higher education and other vocational training opportunities.</li> <li>3. Increase local tourism and recreation.</li> <li>4. Promote current businesses and industries.</li> <li>5. Improve local Infrastructure.</li> <li>6. Recruit new businesses and industries.</li> </ol>
Weaknesses	Threats
<ol style="list-style-type: none"> <li>1. Different county agendas, objectivity, representativeness, perception and trust.</li> <li>2. Lack of diverse career and job opportunities, creating high unemployment rates.</li> <li>3. Weak transportation networks, service silos, and poor communication channels.</li> <li>4. Reduced government capacity and local responsiveness to community needs.</li> <li>5. Regulatory or business permitting processes are difficult, costly and time-consuming.</li> <li>6. Lack of adequate broadband and an inability to attract proper workforce/talent.</li> </ol>	<ol style="list-style-type: none"> <li>1. Aging population, increased drug use, and local disasters (i.e. natural or man-made).</li> <li>2. Slow economic recovery, limited labor force, and a low emphasis on trade curriculums.</li> <li>3. Rising healthcare costs and a lack of/loss of healthcare providers and professionals.</li> <li>4. Overreliance on one industry and a lack of local business succession planning.</li> <li>5. Decline in state &amp; federal funding yet rising regulations &amp; permitting requirements.</li> <li>6. Increased homeless population and a lack of affordable housing options.</li> </ol>

As a result, careful planning is critical to building more resilient communities (across the region) in order to make them a place where people can both live and thrive. It is also be one of the most important and equally challenging parts of community and economic development as it relates to our rural communities. But, as Abraham Lincoln once said, “the best way to predict the future is to create yourself.” Therefore, communities with a vision for the future will always be more successful than communities that just accept whatever comes along. Not only will this help to ensure a community’s sustained vibrancy, but it will also help to ensure its long-lasting community resilience as well.

While rural community and economic development encompasses a range of approaches and activities that aim to improve the welfare and livelihoods of people living in rural and/or remote areas. According to the Center for Rural Affairs, communities that invest in themselves will be better able to both keep and attract the kinds of people who energize their communities and create new businesses. These kinds of businesses are vitally important because they provide communities with employment opportunities, taxes, building revitalization, and inspiration for other potential entrepreneurs. Local businesses are also better at promoting smart growth, environmental responsibility, charitably giving, and political engagement. These enterprises are also often associated with reduced poverty rates at the county level

too, which is also evidence that legitimate local success is possible. These individuals and families can provide a great sense of home for a community.

Moving forward, local governments can help businesses overcome critical barriers to success by allocating resources for (new) entrepreneurial and business support services. This includes having a strategic, data-driven approach to adaptive decision making and economic development in Ferry County and across the Okanogan Highlands.

In the fall of 2018, Ferry County Extension conducted an online tri-county Community and Economic Development (CED) Survey. This survey was approximately 50 questions in length and had about 148 people participate. As a result of that survey, the following information aims to both highlight and guide Ferry County's strategic planning process as it moves forward with its current community and economic development plan.

In planning for future community and economic development, it's important to area residents that we as a county continue to maintain our quality of life, our rural character, and our recreational opportunities. However, the top three issues and/or concerns facing communities are limited jobs or employment opportunities, a lack of infrastructure and resources for both new and existing businesses, and high speed internet/broadband access. Two other important notes include a significant need for new industries and healthcare providers/facilities. As a place to do business, our residents do rate our community as a fair to good place (overall), however, over the last five years, due to our stagnate (or unchanged) development practices, a majority of our residents believe the community is worse off now economically (in 2018) than it was in 2013. At least 60% of respondents agree that their local government and/or economic development agency is not doing enough to support local businesses. However, an overwhelming majority of residents would also agree that it should be a combination of local governments (both county & city), chambers, development districts, university extension programs, health districts, local tribes, and other job creators to support local businesses. As a region, the area is too remote/rural for the free market to function on its own, so a group consensus and/or approach is needed to negate counter-productivity.

In an attempt to curb this trend, our respondents did offer some friendly advice. The most important steps for these agencies to move forward is to focus on improving local infrastructure, increasing tourism activities, improving internet access, and campaigning locally to improve local attitudes towards growth and by either reducing taxes or providing new tax incentives. For starters, the community needs to focus on more job training and other educational opportunities. More specifically in the fields of agriculture, entrepreneurship, healthcare, and trade skills including maintenance and repair work. In hindsight, at least 50% of respondents also admitted to either starting or expanding a business in the next five years, with industry expansion plans in agriculture, forestry, or fishing; business services; food processing; lodging; healthcare; manufacturing; and retail or wholesale trade. The types of assistance that residents found to be most helpful for local businesses to grow and succeed include: access to capital or startup funds, improved communications infrastructure, reduced regulations and fees, a streamlined permitting process, and again, additional workforce education.

As for Ferry County's Business Recruitment and Retention (R&R) Plan, here are the Top 10 Industries that area residents would like to see introduced and/or rejuvenated within the Okanogan Highlands.

1. Extraction-based businesses (i.e. mining, forestry, etc.)
2. Construction and/or manufacturing
3. Telework Firms

## Ferry County Sunrise

4. Agriculture and/or wholesale
5. Sports and/or recreation
6. High-tech or communications
7. Education and/or vocational training
8. Healthcare-related businesses
9. Food processing facilities
10. Transportation and/or utilities (green energy)

Additionally, here are several other ideas to consider:

1. At the Local Government (i.e. County/City/Tribal & Commerce) Level -
  - As an Opportunity Zone, emphasize tax breaks.
  - Bring in new industries and job opportunities.
  - Devote more resources to the Economic Development Professionals (i.e. WSU Ext. & TEDD).
  - Expand both Healthcare and Broadband Services.
  - Grow local business, industries, and recreational opportunities.
  - Prioritize Main Street Revitalization.
  - Promote regional (eco) tourism, business services, and education.
2. At the State/Federal Government (i.e. Agencies & Legislators) Level -
  - Explore corporate expansion, technology, and other manufacturing enterprises (such as Microsoft, Boeing, Amazon, etc.) for local job creation.
  - Focus on Transportation and Communication Infrastructure.
  - Improve Social/Public Service Programs
  - Make public land more accessible for both commercial and private enterprises.
  - Reduce all government regulations
  - Re-incentivize extraction based businesses (timber & mining).
  - Reintroduce the use of the railroad.

As result of this survey, here are five additional priorities to consider for future growth and economic development. These priorities include: providing more local job opportunities, creating a more diverse tax base (less reliance on tourism and residential property taxes), expanding local healthcare services, providing business incubators and/or cooperative work spaces, and lastly, to increase the amount of economic opportunities and jobs across the region, especially in more distressed and/or isolated areas.

## Strategic Planning

### Budget

- Ferry County Sunrise
  - Professional Services
  - Travel
  - Equipment
- Broadband
  - Ferry County Broadband Action Team (BAT)
  - CERB Planning Grant and Match

### Communication

- Public Updates: Privacy, Data Control, Public Records, Web Prototype

### **Colville Confederated Tribe (CCT)**

- Economic Development and Project Collaboration MOA
- Assist with improved and increased broadband access
  - Ferry County & The Confederated Tribes BAT
    - CERB Planning Grant
      - RFQ pending finalization
      - Feasibility/Implement Strategy or Plan TBD
- Council – Commissioner Delegations

### **Community Events**

- Ferry County Fair
- Additional innovation with events at fairgrounds
- Barrel Derby Days - Curlew
- First Thot Days
- Falcon Productions – Gun & Knife Show
- GetOutFest
  - Mini Triathlons – utilize former 3-5K race routes
- Motorcycle Campout – BMW, Backfire Moto, Etc.
- Music Festivals & Concerts –
  - FarmJam
  - Countryfest,
  - Pick Axe Blues Festival
  - Promote nearby brewery & winery shows
- Prospectors Days
  - Vintage Trailer Rally
- Racetrack Events
- Republic Fly-In
- Shooting Range Competitions
- Winterfest

### **Economic Development**

- Business Support Services
  - Small business development center
  - Entrepreneur training
  - Provide market information
  - Networking opportunities
  - Marketing assistance
  - Business incubators
  - Financing opportunities
  - Fundraising and grant workshops
- Food System – Rural Planning & Development
  - Interactive, online mapping portal
  - Regional food system data
    - Resource and/or Owner Information
  - Integrate population census tracts
    - Visualize development areas (track abundances & discrepancies)

- Incentivize strategic placement of new resources and/or businesses
- Expand agricultural training and resources (WSU, Master Gardeners, Local Colleges, etc.)
  - Develop Food System Resource Kit (Open Source Ecology)
    - Soil/Water Testing
    - Season Extension Products
      - Greenhouses
      - Hoop Houses
      - Heating/Cooling Mechanisms – Solar or Electric
      - Lighting – Heat Lamps & Sun Lights
    - Raised Bed Material and/or Instructions (Tutorials)
      - Hand Tools
      - Spacers
      - Perma-Techniques Composting Program (Organic & Non)
    - Smart Phone Apps
      - Fresh EBT
      - Health, Nutrition, & Food Guide
      - Food Safety Magazine
    - Curriculums
      - Food Sense
      - Cultivating Success
      - Cooking Matters
      - Grow Your Own Groceries
    - Seed Banks/Libraries (Heirloom, Non-GMO)
    - Irrigation Equipment
      - Sprinklers
      - Drip-Lines
      - Water Globes
    - Starter Kits
      - Rules & Regulations Quick Book
        - Sell Points
        - Processing Protocols Quality & Quantity Control
      - Planning
        - Plant Starts
        - Ponics (Hydro/Aqua)
        - Indoor/Outdoor Guides
      - Preservation
        - Drying
        - Canning
        - Freezing
    - Transportation Mechanisms
      - Auto
      - Packaging
      - Cool Bots/Cold Storage
    - Infrastructure
      - Processing Facility
      - Commercial Kitchen
      - Mobile Units



## Ferry County Sunrise

- Promote cooperative work endeavors/environments
  - Food Hubs (i.e. processing facilities, commercial kitchens, gardens/greenhouses)
- Opportunity Zone
  - Funding Opportunities
- Tourism
  - Heritage & Historical
  - Republic Regional Visitors and Convention Bureau (RRVCB)
  - Market seasonal activities
  - Agritourism
- Workforce
  - Education
  - Business Recruitment & Retention Plan
  - Employment Research
  - Community and Economic Development (CED)/Food System Research

### **Emergency Management**

- Committee and Planning
- SAR – improved access to wireless communications & broadband services
- Community Resilience
  - Planning & training (natural disaster, power outage, health crisis, etc.)

### **Health**

- Hospital
  - Health awareness campaigns (i.e. immunizations/vaccines, reproductive health, substance abuse, mental health, confidentiality standards, diabetes, etc.)
  - Special clinics (i.e. epidemics, seasonal, general, etc.)
    - Reach retirement communities and fulfill needs
    - Veteran benefits & services
  - There is a significant need for cardiologists & orthopedic surgeons (WSU Medical School)
  - Continuing Medical Education (CME) Programs for all medical staff (including nurses)
- Healthy Ferry County Coalition (HFC)
  - WSU Medical College
    - Mobile Health Needs Assessment
  - Medicaid Transformation
  - Continuums of Care (CoC's) – to end service silos
  - Jail Program (Transitional Programs {i.e. healthcare, drug court, counseling, etc.})
  - Victim Services
  - Inter-county health fairs – circulate service events, include North County
  - Food System Partner
  - Final Prioritizations (Health Indicators & Other Issues)
    - Healthy physical activity
    - Immunization
    - Smokers (tobacco)
    - Bullied
    - Access to & Quality of Services

## Ferry County Sunrise

- Diabetes
- Substance Use/Abuse
- HFC will continue to partner and support these local efforts
  - Economy/Jobs/Poverty
  - Food Insecurity
  - Housing
  - Public Safety
  - Maternal Child Health
- Prevention – RYAC
  - Guiding Good Choices (GGC)
  - Public Information Forums or Assemblies about Prevention
  - Youth Activities and Community Events like Roller Skating (Sundays), Pump Track Preparation, Skate Park, and Harvest Parties
  - Mentor Washington – Youth Mentorship Program (Workforce Training – Internships)
    - Peer-to-Peer (P2P)
    - Trade Skills
    - Professional Services
- Other Services (Hard-to-Meet & Preventative) – Medical College Results
  - Mental health & Suicide Prevention
  - Opioid Treatments
  - Alcohol, Tobacco, & Substance Abuse
  - Specialty Care (i.e. diabetes eye care, STI/cancer screenings, speech therapy, nutrition, post-operative or in-home patient care after hospital stays, OT/PT, etc.)
  - Family Planning/Prenatal Care/OBGYN/Pediatric
    - Currently there is no Title X Funding within the region
    - There is a significant need to address the cultural stigma around family planning,
      - Especially for the youth - to increase access & use of those services.
  - Dental & Vision Care
  - Disability Services
  - Alternative Medicines (including traditional healing methods, naturopathic medicine, and/or other eastern medicines or methodologies)
  - Mobile Imaging Services (MRI, CT)
  - Affordable and accessible urgent care as an alternative to ER visits
  - Mobile clinics or telehealth/electronic consults with healthcare providers

### Human Resources

- Annual County Climate Survey
- FC Grants Office
- Risk Management
- Re-organization

### Infrastructure

- Public Works
  - 6-9yr plan
  - Road damage
  - Main Street revitalization (renovation & restoration)
    - Republic

## Ferry County Sunrise

- Curlew
  - Colville Reservation (Keller & Inchelium)
  - Regional transportation
- Housing Authority
  - Accessible & affordable housing availability
  - Mixed-use building spaces
    - Retail Space
    - Housing
- Hospital
  - Outreach & Mobile clinics
  - Medical training opportunities & courses
  - Public Service Programs – First Responder Safety & Techniques
  - Insurance information seminars
    - Encourage enrollment
    - Provide demonstrations about Access & Costs (where to get information)
      - Washington Health Plan Finder
      - Washington Connection
      - Statewide Health Insurance Benefits Advisors (SHIBA)
      - VA contracted facilities (for Veteran benefits & assistance)
      - Molina, Better Health Together, & other area providers
- Special Projects
  - Broadband
  - Food Hubs – Farmer’s Market (indoor/outdoor), Commercial Kitchen, Fruit/Meat Processing Facilities, Mobile Units, etc.
  - County Server to host & own county data & information (see Communication)
  - Alternative News Outlet (newspaper [weekly/biweekly], online platform {events calendar}, TV program, video [YouTube], radio/podcast, etc.)
- Fairgrounds – fair, rates, events, services, infrastructure, arts & crafts

### Law Enforcement

- County collaboration with police department
- Grants and grant management
- Union Negotiations
- Increase staff
- Infrastructure support – new/more building space

### Planning Department

- Strategic Plan (3, 6, 9 yrs.)
- Collaboration with Colville Confederated Tribes
- Youth Activities - Skate Park, Bump Track, Roller Skating, etc.
- Recreation Guide and Map – Community Plan
  - Only in Your State – Top Destination Appeal
  - Backcountry (Washington Trails Association)
    - RTV/ATV use
    - Horseback
    - Foot/Bike
  - Historical Society

## Ferry County Sunrise

- Storytelling
  - Support local authors
- Stone Rose
  - Education Programs
  - Research
  - Events
- Rail Trail
- K <> K Guest Ranch

### **Rural Resources Community Action**

- Child Abuse/CASA Program
- Advocacy Services for victims/survivors of crime, domestic violence, and/or sexual assault
- Emergency Services for the Homeless
- Energy Assistance
- Head Start & ECEAP
- Housing/Rental Assistance
- Job Training – works with Worksource
- Senior Services (some food/nutrition programs)
- Health Home Coordination
- Transportation
- Support Services for Veterans Services
- Weatherization/Home Repair

### **WSU Extension**

- Food System Team
- Healthy Ferry County Coalition
- Republic Youth Action Coalition (alcohol and drug prevention)
- 4-H Youth and Family Program
- Access to Research-Driven Education and Curriculums
- Entrepreneur Training
- University Resources & Equipment
- Community and Economic Development Program
- Agri-Tourism

## Ferry County Sunrise Initiatives

### **TEDD**

- Ferry County Sunrise management and maintenance
- Regional Transportation Plans
- Loan Fund
- Business Resources
- Small Business Resource Center
  - Computer access
  - High speed internet
  - Business incubator – cooperative workspaces

### **CRM**

- Improved client communications and CRM usage
- Campaigns – Industry Specific
- Identify new business prospects
  - Forestry (logging)/Mining
  - Agriculture
  - Green Energy/Technology
- Trial a multi-state recruitment ad campaign
- In-house recruitment – recognize local interests, entrepreneurs, and smart growth techniques
- Build in-house (county) philanthropic response – increase community buy-in & funding support
  - Local Investment Networks (LINS)

### **FCS Website**

- Business Directory
  - Improve/update business listings (i.e. contact info)
  - Collect business logos/cards to add to each listing to create a photo display
- Resource Map – see Food System for more
- Community Events
- Educational Videos (i.e. fire wise, how-to's [pump track], forest management [logging practices], Off-Grid Living, etc.)
- Real Estate – Commercial & Home
- Links to Other Community Resources (i.e. governance, schools, healthcare, employment, etc.)
- Contractors, Infrastructure Support, Permitting, Etc.

### **Social Media Strategy**

- Local Business Showcases
- Promote Community Culture, Programs, & Events
- Human-2-Human (H2H) Customer Service Strategy – we know our neighbors!
- Shop Local Campaign – educate the public on pros/cons, rejuvenate local strategy
  - Consider a service/time bank or currency program – link to incentive package

### **Community Survey**

- Collect real-time community perspective data
- CED/Food System Information
- Okanogan, Ferry, and Stevens Counties
- Identify current needs/challenges/opportunities – new business/industry ideas

### **Local Business Development**

- Build a curriculum platform, include information about:
  - Business planning
  - Permitting/licensing
- Start-up Trainings
  - Connect with nearby opportunities – including Okanogan & Stevens County
  - Local community colleges – including SCC, SFCC, and WVCC
- Help with Fundraising
  - Local & Online Ideas

- Grant writing workshops
- Promote Online Resources
  - SBA, SOS, TEDD, Commerce, Extension, etc.
- Access to College – faculty, coursework, business materials, etc.

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