



Payette, Idaho

July, 2018



DRAFT

Final (July 9th, 2018)

Strategic Economic

Development Plan

Prepared for the City of Payette by:

Planning and Facility Management

I. Executive Summary

During the period from August 2017 through November 2017, the City of Payette engaged in a process to develop targeted Economic Development Strategies for the community. This planning foundation is intended to provide both an initial and long term “road map” as the City of Payette increases its investment of resources in local and area-wide Economic Development initiatives. In addition, this information has been used to guide the discussion and outcomes for the Economic Development chapter under the City’s current Comprehensive Plan update process.

A participatory decision-making process was utilized to engage a broad planning task force established by the City and comprised of various community stake-holders. State level and regional level entities were also included in the process.

This project utilized recent information developed by the City and their Comprehensive Plan as base level data upon which to move forward with strategic planning activities. This included the creation of a Community Vision, a review of current socio-economic factors for the community, and development of general economic development goals and objectives.

Building upon the group discussions and planning work that has been previously described, five primary strategy areas emerged as having the highest potential for effective and successful implementation. These included:

- 1.) **Value-added Agriculture**
- 2.) **Attracting Retirees**
- 3.) **Being the **Best Livable Community Possible****
- 4.) **Business Retention and Expansion**
- 5.) **Improving Local/Regional Tourism**

These five areas were selected by the group from a list of Twenty-one action strategies organized through a planning tool called the Community Potential Matrix. The group consensus was that these five top actions constituted the best places to start the process for enhancing economic development efforts in Payette.

In addition, a cross-cutting strategy was discovered that supported most, if not all, of these goals. This concept revolves around developing improved communications sources for better understanding of community-based resources and initiatives promoting economic development. This will be reflected in several action strategies described in the following sections of this report.

II. The Planning Process

As previously mentioned, at the time of this report, the City of Payette has been in the process updating its Comprehensive Plan. This initiative has been active for the past year and has utilized a highly engaged Community Advisory Committee for plan development. Coinciding with this effort was the City's desire to create a more detailed economic development strategy that could also serve to inform the Economic Development chapter of the Comprehensive Plan. To this end, a citizens' economic development committee was established to engage in a side process of four workshops designed to flesh out the economic development potential of Payette. The first workshop reviewed economic development basics. In addition, an interactive tool called the "Community Potential Matrix" allowed participants at the the first workshop to rate the best ways to add jobs in the city of Payette. The second workshop finalized consensus scores on the matrix for Payette. The last two workshops examined in more detail those strategy areas on the matrix that ranked highest; the action strategies to move Payette forward in realizing its development potential were brainstormed and ranked as well.

In addition to the process, it is important to understand the context of the *Overall Objectives* for undertaking this plan. They were as follows:

- 1.) Help participants understand how the city of Payette has changed over time as part of national trends.
- 2.) Expand the set of economic diversification alternatives that participants see available to small towns.
- 3.) Engage participants in a conversation that uses comparative advantage to identify which diversification alternatives best match Payette.
- 4.) Build consensus about where the potential of Payette lies.
- 5.) Help participants connect community actions and improvements to realizing their economic potential under selected diversification strategies.

The committee established by the City to undertake this strategic planning process and to develop a draft plan for Mayor and Council approval consisted of the following individuals:

The Team: Mayor Jeff Williams, Liz Amason, Stan Clements, Al Cole, Kristy Davis, Scott Farley, Dave Gray, Rick Greif, Laura Gross, Jody Henderson, Ron Hershey, Maria Ibarra, Kit Kamo, Mike Kee, Diane Kinney, Scott Massingill, Kristen Nieskens, Kathy Patrick, Rob Ruth, Ralph Uphoff, and Corina Vazquez

Committee members attended four workshop sessions facilitated by the City’s consulting team and by staff members Mary Cordova and Mairel Rodriguez. Those meeting were held on the following dates and times:

Workshop 1: Thursday, November 16, 2017, 4:00 – 6:00 pm

Workshop 2: Thursday, November 30, 2017, 4:00 – 6:00 pm

Workshop 3: Thursday, December 21, 2017, 4:00 – 6:00 pm

Workshop 4: Thursday, January 25, 2018, 3:00 – 5:00 pm

III. Workshops 1 & 2

During the *First Workshop*, the discussion revolved around both the historical engines of growth that created the Payette of today, as well more current changes to local economic activity. Those thoughts are summarized as follows:

- 1.) **Fur trapping** was one of the first economic activities in the area.
- 2.) Later, **Forestry** became important as the area developed. (*The city of Payette was originally called “Boomerang,” which relates to the moving of log booms on the two rivers.*)
- 3.) **Agriculture** then grew in importance, including the establishment of many fruit orchards.
- 4.) **Food Processing** naturally followed and has risen in importance.
- 5.) **Retail Sales** have increased over time, especially along the Highway 95 corridor.
- 6.) **Higher Value Agricultural Production** has been occurring through specialty products such as grass-fed beef, organic vegetables, and direct farm-to-consumer sales.
- 7.) Payette has increasing aspects as a **Bedroom Community** for the Western Treasure Valley and Boise.
- 8.) Recent years have seen a rise in **Retirees** being attracted to Payette.
- 9.) There is a growing **Public Employment** sector.
- 10.) Health Care is beginning to emerge as a growing economic driver.

Following this exercise, the group then reviewed some of the statistical socio-economic realities of Payette through a presentation of data by Dr. Richard Gardner, (Exhibit 3, Community Economic Profile - Payette).

Important highlights of this information include:

- **Self-employment is higher than State or National averages.**
- **Commuters are an important factor in the local economy.**
- **Payette's population has been steadily increasing and exhibits a younger median age than most other Idaho communities, indication a positive trend in workforce composition.**

During the *Second Workshop*, the committee worked as two small groups to discover and rank Payette's potential to add jobs in strategic ways. To accomplish this exercise, Dr. Gardner used a planning tool he developed called the "Community Potential Matrix." This tool describes twenty-one different strategies communities can use to strengthen and diversify their local economies. The group reviewed these definitions and then used a table to rank and score the most promising Strategy Areas for Payette. First, participants scored as individuals and then worked together to arrive at a small group consensus.

The table below shows the average of the two small group scores, as well as comparative scores made by a group of Idaho rural development practitioners in 2001. The committee then agreed to full consensus scores on all areas. Three options were ranked as having a High potential in Payette and two others were scored a High Minus (H-).

COMMUNITY POTENTIAL MATRIX

	Individual	Consensus			Consensus	
		Group A	Group B	Small Group Average	Experts 2001?	Payette
1. Value-Added Agriculture		H	H	H	H	H
2. Value-Added Forest Products		L	L	L	L	L
3. Value-Added Mining		L	L	L	L	L
4. Value-Added Fisheries & Aquaculture		L	L+	L+		L+
5. Energy Diversification		H	M+	H-		M
6. Environmental Restoration		L	L	L	L	L
7. Business Retention/Expansion		M+	H	H-	H	H-
8. Plugging Retail Leakage		M+	M+	M+	M	M
9. Entrepreneurship Dev.		M+	M+	M+	M	M+
10. Business Recruitment		M	M-	M	M	??
11. Local/Regional Tourism		H	M	H-	L	H-
12. Pass-Through Visitor Services		M	H	H-	M	M+
13. Destination Tourism		L	L+	L+	L	L+
14. Cultural Tourism		L	L	L	L	L
15. Transportation Hub/Warehousing		L+	M	M-	L	M-
16. Attracting Retirees		H	H	H	H	H
17. Attracting Lone Eagles		M	M+	M+	H	M
18. Telecommunications Business		M	L+	M-	H	M-
19. Health Care		L	M+	M-	M	M-
20. Bedroom Community		H	H	H	M	H
21. Attract/Retain Government Offices		M	H	M+	M	M+

Note: Please rank H = High, M = Medium, and L = Low. Low does not mean zero.
Consider modifying score with + or - sign to reach a consensus group score.

IV. Workshops 3 & 4

The *Third and Fourth Workshops* focused upon how best to effectively implement changes to the local economy through the previously described strategy areas. Building upon the group discussions and planning work that had taken place, five primary goals emerged as having the highest potential for successful implementation.

In addition, a cross-cutting strategy was discovered that supported most, if not all, of these goals. This concept revolves around developing improved communications sources for better understanding of community-based resources and initiatives promoting economic development. The committee discussed this need and decided that if possible the City might best serve in the role of acting as the “**Communications Hub**” for these initiatives. It was recognized that this would require City resources but the benefit would be the ongoing stability of new economic development activities. This will be reflected in several action strategies described in the next report section.

GOALS, STRATEGIES AND ACTIONS

The following goals, strategies and action steps reflect the top priority initiatives for moving the economy of Payette forward.

1. STRATEGY AREA: VALUE-ADDED AGRICULTURE

Definition: Jobs can be created in agriculture by creating enterprises or new profit centers that add value to regional exports by 1) adding new crops or livestock, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Diversity of crops, amount of irrigated row crops, number of farms in county, relative size of agriculture in local economy, existing processing capacity, wastewater treatment capacity.

Implied Implementation Actions: Marketing cooperatives, direct marketing like farmer’s markets or subscriptions, training on alternative crops, revolving loan fund, marketing fund, market research.

Value-Added Agriculture Goal:

To support efforts to diversify and sustain agriculture in the surrounding area.

Potential Actions:

a.) Support direct farm-to-consumer sales.

- Allow the Payette Farmers Market to move into Kiwanis Park, partnering with the Payette Valley Food Connection.
- Update the sign code to allow direction signs for local agricultural producers on a seasonal basis.
- Locate a city of Payette electronic reader board at a strategic location to advertise all sorts of local events and activities.

b.) Support the availability of agricultural workers.

- Build awareness of employment opportunities for seasonal agriculture among Payette's youth.

c.) Encourage agri-tourism and farm tours that connect consumers with local producers.

2. STRATEGY AREA: ATTRACTING RETIREES

Definition: Roughly 5% of new retirees move between states to re-locate. An additional several million retirees have no permanent address and live in recreation vehicles. Retired migrants tend to have higher income, more education, and better health than average for their age.

Criteria To Measure Potential: High natural and cultural amenities, desirable climate (defined as four seasons, long growing season, many sunny days, few extreme days of heat or cold), low cost of living, access to health care, sense of personal security, walkable downtown, friendly small-town atmosphere, access to commercial airlines.

Implied Implementation Actions: Targeted marketing to individuals familiar with community, e.g. relatives or friends of residents, alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Use of local retirees as ambassadors. Partnerships with developers for RV parks, housing. continuing care facilities. Targeted effort to market local banking, financial, legal services. Creation of service businesses to meet seniors' needs and to support their independent lifestyle.

Attracting Retirees Goal:

To encourage and welcome retirees to Payette.

Potential Actions:

a.) Set up communications loop/hub re: retirees.

- Develop a slide deck or social media piece (about 30 seconds) to share Payette **community assets.**
- Sell the idea of a **safe community with "Low traffic" issues.**
- Stress the positive interactions with public services

b.) Available Housing - affordable (debt free)

- Senior (55+) housing exists in Payette but is always full; more units are needed.

c.) Market the recreational activities and community amenities of Payette (especially health care) with a volunteer committee assigned to this, similar to BRE.

3. STRATEGY AREA: HIGHLY LIVABLE RURAL COMMUNITY

Definition: Some rural communities are also either part of larger regional population centers, or close to large urban areas. Therefore, one community strength can be that of building a base of residents who will bring income home to their communities while working elsewhere.

Criteria To Measure Potential: Distance to larger cities or regional clusters, transportation links, and size of neighboring communities.

Implied Implementation Actions: Consumer survey to identify what goods and services are preferred locally, links to construction and financing firms in development industry, develop local recreation programs, strengthen schools, parks and trail development

Liveable Rural Community Goal:

To be a safe community that provides quality housing options, strong schools, and varied recreation choices for all.

Potential Actions:

a.) Extend the Greenbelt to Rudy Park

b.) Support downtown development/revitalization

- Better code enforcement
- Façade improvements
- Pedestrian amenities
- Facilitate mixed-use housing
- Encourage more family dining options

- Promote the location of unique or boutique retail downtown

c.) Promote a positive image of Payette

- Effective code enforcement
- More diversity in housing options
- Developer incentives

4. STRATEGY AREA: BUSINESS RETENTION, EXPANSION

Definition: By analyzing what all existing businesses in a community need to thrive and expand, communities can find ways to grow new jobs.

Criteria To Measure Potential: All communities have good potential from this strategy. The only limiting factors are how long ago an interview program was done and the vigor with which followup actions were pursued. Larger communities will have a deeper set of businesses with which to work.

Implied Implementation Actions: Conduct and analyze business interviews, make needed infrastructure improvements, fill specific employee training needs, develop business finance resources, land use planning to encourage business development.

BUSINESS RECRUITMENT

Definition: A combination of push factors from the existing location and pull factors towards the new will sometimes lead businesses to move or expand to a new community, instantly bringing new jobs.

Criteria To Measure Potential: 1) Good access to markets, 2) Educated and skilled labor force, ready, affordable industrial sites, 4) High quality infrastructure and amenities, 5) Financing, and 6) Appreciative, pro-business attitude (*Source: Harvesting Hometown Jobs*). Land costs, availability of commercial buildings, labor costs, labor availability, utility costs, transportation costs (distance to markets and to critical inputs), education, health care, and community amenities.

Implied Implementation Actions: Commercial property or building survey, inquiry response package, targeted recruitment, advertising campaigns, industrial park development, investment in economic development staff.

Business Retention, Expansion, and Recruitment Goal:

To build partnerships and collaboration between local businesses, the City and community groups that enhance local business vitality and bring new businesses to Payette.

Potential Actions:

- a.) Develop a communications hub for community economic development news and community events.**
 - On social media
 - On one or more community reader boards located at key intersections for maximum readability.
 - Help existing businesses get linked to helpful programs.

- b.) Conduct interviews of local businesses using a BRE template, edited down for brevity.**
 - Identify businesses which want to expand, but may be stymied by some obstacle.

- c.) Buff up the potential of downtown**
 - Identify and map land zoned as commercial and/or industrial.
 - Inventory empty commercial/industrial building spaces.

- d.) Organize a committee/team to lead this strategy**
 - Develop a set of selling points for Payette
 - Groups to include in Committee: Utilities, Real Estate, Education, Finance, Supplier/Manufacturers, Marketing Networks, Employment/Training, Infrastructure, Medical, Government, Travel, Tourism, Lifestyle, Marketing.
 - Decide how to vary these points for different business types
 - Consider selling points for spouses and families
 - Practice with a mock site visit

- e.) Respond to the needs and desires for infrastructure and city improvements that businesses identify as helpful.**

f.) **Help the community understand and appreciate the number and breadth of local businesses.**

- Organize tours of local businesses for the community as a way to grow awareness and appreciation.
- Organize an appreciation/award event for local businesses.
- Organize similar businesses into networks to connect and learn from one another, e.g. home-based businesses or tech-oriented businesses.

5. STRATEGY AREA: LOCAL/ REGIONAL TOURISM

Definition: All communities have some potential to help visitors linger longer in their town, and thus make local purchases. Tourism is the third largest industry in the US. This strategy is aimed at day-trips, weekend visitors, friends and relatives, business travelers, and passers-by, mostly from within a three hour drive.

Criteria To Measure Potential: Numbers of attractions, recreational opportunities available, number of lodging and eating facilities, existence of chamber or commerce or tourism development group.

Implied Implementation Actions: Tourism inventory. Better signage to attractions. Increase local lodging facilities. Interpretive materials for attractions. Develop joint marketing materials. Community celebrations. Sports tournaments. Organizing group reunions. Farm and ranch recreation. Feasibility studies. Rails-to-trails. Industry tours, environmental tours.

Local/Regional Tourism Goal:

To promote local events, activities, and amenities.

Potential Actions:

a.) Promote and coordinate in multi-media fashion

- Sign/reader board on Highway 95 promoting events and attractions.
- Maintain community event calendar available on-line through various applications.
- Create promotional video pieces that are available through social media.

- b.) Conduct feasibility study of lodging.**
- c.) Recommend that a good City role is to serve as a “pivot point” to facilitate strategies for economic development.**
- d.) Develop half-day and full-day tourism activity agendas, and post them on the communication vehicles. Promote existing event facilities like sports fields, Clay Peak, swimming pool, Parks & Rec Spartan Races, Airport fly-ins.**
- e.) Build information Kiosk at Bancroft Park**
- f.) Explore sources of funding to improve acoustics and use of the amphitheater in Kiwanis Park**

V. Conclusion and Next Steps

This planning project was undertaken because local leaders decided to take a proactive role toward developing strategies and actions to reverse declining trends, build upon local strengths, and achieve a more vital local economy and healthy community. This report reflects that strategic plan and action strategy with the end result being a local “road map” for engaged parties to follow moving forward.

This project has involved participants not only from the incorporated city of Payette, but also from the surrounding farming and ranching area. Organizing partners in this effort included the City of Payette, Payette Chamber of Commerce, members of local industry, agriculture, the local Faith community, and other community stakeholders. It is recommended that this group (or one similar) could form the core membership of a team responsible for overseeing the ongoing implementation of strategies and actions.

Moving forward, it seems reasonable that the City of Payette would provide financial and/or staffing resources for such an effort as a way of providing long term stability for the initiative. It is also reasonable that this might be accomplished in several different ways depending upon the best “fit” for the City and community.

While a seemingly straight forward approach could include the hiring of a City Economic Development Coordinator (either as regular personnel, or as a contractor), this can have disadvantages as well. One person trying to be all things can sometimes struggle with staying focused.

For Payette, it may be more appropriate to first recognize the basic work tasks related to this Strategy and focus upon how best to use volunteers, partnerships with other community organizations, allocated time from existing City Staff, and adding additional part-time City staff in order to accomplish the end result. Essentially these tasks include:

- 1.) A need for a core oversight committee.
- 2.) Management of that committee's functions (meetings, minutes, etc...)
- 3.) Facilitation and operation of a central communication hub for various economic development activities.
- 4.) Provision of a "point person" for working directly with existing or prospective new companies considering expanding or locating in Payette.

An example of how such a "team" approach to strategy implementation might include a contractual partnership between the City and a local organization such as the Chamber of Commerce. With assistance from an appropriate level of City funding support, such an organization could implement the Communication Hub role. Similarly, the City could appoint members to an economic development advisory committee and host regular meetings. Sub-committees from both organizations as well as staff from both could focus on accomplishing specific action steps.

The most likely "next step" toward implementing components of this plan is for the City to convene an initial meeting of interested stakeholders to serve as an on-going economic development oversight committee. Such a group could then review the action steps contained in this report for further refinement and prioritization. This work could result in the development of a time line and list of responsible parties for accomplishing work tasks.

VI. List of Exhibits

Below is a list of the Exhibits attached to this Strategic Economic Development Plan.

Exhibit 1: Payette Vision Statement

Exhibit 2: Community Potential Matrix

Exhibit 3: Community Potential Matrix Spreadsheet

(This exhibit is attached as an electronic file)

Exhibit 4: Community Economic Profile - Payette

(This exhibit is attached as an electronic file)

Exhibit 5: Exhibit 5: Payette Strategic Economic Development Plan Workshop Notes

Exhibit 1: Payette Vision Statement

Payette Vision Statement

The City of Payette is a picturesque, quiet, and friendly community; that honors its diverse population; values its open spaces and rural way-of-life and believes in retaining, expanding and promoting businesses. Payette is a special place to explore, spend a day, or a lifetime. "The Future Is Bright" in Payette.

Exhibit 2: Community Potential Matrix

COMMUNITY POTENTIAL MATRIX

The Community Potential Matrix shows 21 distinct ways that a community might add jobs to its economic base. It was developed by Dr. Richard Gardner and members of the Idaho Rural Partnership for use within a project called the Inland Northwest Economic Adjustment Strategy. The 21 strategies may not be complete, and they occasionally overlap; the matrix is a tool for discussion.

How to Use the Community Potential Matrix. *We hope this matrix will accomplish several things. It may give local leaders a sense of the many different strategies that a town could employ to add jobs to a struggling economy. This may stretch a group's thinking and expand the range of available choices. We hope it conveys in rough terms how a given town's potential stacks up against others in the region.*

Communities should devise economic development plans that focus on realizing the potential of one or more of these strategies. Some of the underlying criteria that determine potential, such as telecommunications infrastructure, may be within the community's influence. We invite community leaders to creatively devise ways to increase their potential. Some strategies may not be compatible with local values. The matrix can be a tool for productive discussion within communities about their future. It can be a launching point or a reality check for strategic plans.

If many communities are rated, regional patterns of potential may be revealed. The patterns describe the kind of region we may be moving toward as communities act to realize their potential. As reliance on the economic engines of natural resource industries lessen in much of the Intermountain West, this matrix helps map progress toward more sustainable local economies. Work as individuals to rank your community High, Medium, or Low in its potential to diversify under each strategy. Then talk through your differences to find a consensus ranking. How will you act to realize your highest potentials?

Community Potential Matrix Diversification Strategy Detail

1. Value-Added Agriculture

Definition: Jobs can be created in agriculture by creating enterprises or new profit centers that add value to regional exports by 1) adding new crops or livestock, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Diversity of crops, amount of irrigated row crops, number of

farms in county, relative size of ag in local economy, existing processing capacity, wastewater treatment capacity

Implied Implementation Actions: Marketing cooperatives, direct marketing like farmer's markets or subscriptions, training on alternative crops, revolving loan fund, marketing fund, market research.

2. Value-added Forest Products

Definition: Jobs can be created in the region's forests by creating enterprises that add value to regional forest exports by 1) harvesting new forest products, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Relative size of existing forest industry.

Implied Implementation Actions: Inventory special forest products. Form secondary wood products manufacturing network. Organize demonstrations of new technologies. Feasibility studies. Marketing cooperatives. Analyze residual flows, energy conversion potential.

3. Value-Added Mining

Definition: Jobs can be created in the region's mineral sector by creating new enterprises that add value to regional exports by 1) removing new substances from the earth, 2) finding new uses for existing products, 3) processing mineral further, 4) finding new markets, or 5) lowering production costs.

Criteria To Measure Potential: Presence of existing mining industry.

Implied Implementation Actions: Explore mineral inventory. Lava rock, silica sand, semi-precious stones, etc offer opportunities to add value.

4. Value-Added Fisheries and Aquaculture

Definition: Regions with abundant water resources can add jobs by creating new enterprises that add value to seafood and aquaculture exports by 1) adding new wild or reared products, 2) creating new products, 4) finding new markets, or 5) lowering production costs.

Criteria To Measure Potential: Presence of commercial fishing industry or aquaculture businesses. Quality of ocean ports or lake or river access. Abundant spring or geothermal water.

Implied Implementation Actions: Inventory region's water resources and the critters it supports. Examine local fish markets, seeking specialty niches. Potential for producer co-ops or direct marketing. Fish-farming, oyster beds edible seaweed, imitation crab, etc offer opportunities to add value.

5. Energy Diversification

Definition: Jobs can be created in the energy generation and transmission business, especially with federal and state financial and regulatory incentives.

Criteria To Measure Potential: Presence of oil, coal, geothermal water, hydropower potential, sustained winds, large quantities of biomass including forest slash and ag wastes

Implied Implementation Actions: Feasibility studies, data collection, demonstrations, collective

equipment purchases, address regulatory obstacles in pricing or transmission

6. Environmental Restoration

Definition: Disasters, disease, and other undesirable conditions of public and private lands, and brownfield sites create opportunities for employment in environmental restoration.

Criteria To Measure Potential: Forest health, range health, fire damage, Superfund sites.

Implied Implementation Actions: Marketing restoration contract opportunities locally. Retraining workers. Organizing workers and businesses into networks to meet contract opportunities. Grant applications. Partnering with higher education, agencies, or non-profits. Formation of non-profits.

7. Business Retention and Expansion

Definition: By analyzing what all existing businesses in a community need to thrive and expand, communities can find ways to grow new jobs.

Criteria To Measure Potential: All communities have good potential from this strategy. The only limiting factors are how long ago an interview program was done and the vigor to which followup actions were pursued. Larger communities will have a deeper set of businesses with which to work.

Implied Implementation Actions: Conduct & analyze business interviews, make needed infrastructure improvements, fill specific employee training needs, develop business finance resources, land use planning to encourage business development.

8. Plugging Retail Leakage/Import Substitution

Definition: By identifying the extent to which residents are leaving the community to purchase goods and services, communities can plug leaks and increase the circulation of economic activity within town.

Criteria To Measure Potential: Isolated communities pay a higher travel cost for securing goods and services and may have more potential. Larger communities may also have more potential here.

Implied Implementation Actions: Consumer surveys. Targeted recruitment of needed services. Reassessing retailing methods, e.g. hours of operation. Workshops for merchants. Downtown revitalization.

9. Entrepreneurship Development

Definition: Entrepreneurs are the creative spark that brings labor, capital, technology, and market information together for a new business venture. Most entrepreneurs have particular strengths, e.g. engineering or sales, but not all the skills needed for a successful business. Entrepreneurship programs may both increase business startup rates and decrease failure rates.

Criteria To Measure Potential: More potential to fill classes with larger communities. All communities have potential entrepreneurs. Increased potential with number of diversification options.

Implied Implementation Actions: Entrepreneurship training. Target women and minority populations under-represented in business community. Business planning technical assistance. Various development finance programs. Peer lending programs. Individual Development Accounts. School-based businesses.

10. Business Recruitment

Definition: A combination of push factors from the existing location and pull factors towards the new will sometimes lead businesses to move or expand to a new community, instantly bringing new jobs.

Criteria To Measure Potential: 1) Good access to markets, 2) Educated, skilled labor force, 3) ready, affordable industrial sites, 4) High quality infrastructure and amenities, 5) Financing, and 6) Appreciative, pro-business attitude (Source: *Harvesting Hometown Jobs*). Land costs, availability of commercial buildings, labor costs, labor availability, utility costs, transportation costs (distance to markets and to critical inputs), education, health care, and community amenities.

Implied Implementation Actions: Commercial property or building survey, inquiry response package, targeted recruitment, advertising campaigns, industrial park development, investment in econ. dev. staff

11. Local/Regional Tourism

Definition: All communities have some potential to help visitors linger longer in their town, and thus make local purchases. Tourism is the 3rd largest industry in the US. This strategy is aimed at day-trips, weekend visitors, friends and relatives, business travelers, and passers-by, mostly from within a three hour drive.

Criteria To Measure Potential: Numbers of attractions, recreational opportunities available, number of lodging and eating facilities, existence of chamber or commerce or tourism development group.

Implied Implementation Actions: Tourism inventory. Better signage to attractions. Increase local lodging facilities. Interpretive materials for attractions. Develop joint marketing materials. Community celebrations. Sports tournaments. Organizing group reunions. Farm and ranch recreation. Feasibility studies. Rails-to-trails. Industry tours, environmental tours.

12. Pass-Through Visitor Services

Definition: Some towns are situated where many people are passing through. Jobs can be created by providing things these people need to help them stop, pass time, and make purchases.

Criteria To Measure Potential: Location on trans. corridor, size of visitor stream, distance to next services

Implied Implementation Actions: Survey and analysis of needed visitor services. Develop public restrooms, parks and picnic areas. Downtown revitalization. Longer business hours.

13. Destination Tourism

Definition: A few communities have the natural or man-made attractions or some event that creates a multi-day destination for visitors.

Criteria To Measure Potential: Adjacent to Nat'l Park Service or nat'l recreation area, presence of a nationally-known event or attraction. Destination-quality hunting, fishing, skiing, etc. for week-long trips.

Implied Implementation Actions: Feasibility studies. Develop major interpretive center. Large investment of private or public capital in development.

14. Cultural Tourism

Definition: Communities can systematically build on cultural/historical attractions and arts businesses to create jobs and build unique identity.

Criteria To Measure Potential: Number of cultural/historical attractions, number of arts businesses, community support, presence of local arts council

Implied Implementation Actions: Ethnic celebrations, B&B development, arts fairs, arts cooperatives, cross-marketing in local stores. Historic re-creations/living history exhibits. E-commerce for arts products.

15. Transportation Hub/Warehousing

Definition: Where goods are transferred from one transportation mode to another, opportunities exist to expand transport firms and warehousing functions, e.g. Sparks, NV for trucks or Columbia River ports

Criteria To Measure Potential: On major transportation corridor, a natural stop in isolated country, adjacent to larger city, intermodal switching point like a port or railyard, port of entry

Implied Implementation Actions: Survey and analysis of transportation patterns and industry distribution systems. Targeted marketing to transportation firms and potential wholesalers. Assess zoning needs.

16. Attracting Retirees

Definition: Roughly 5% of new retirees move between states to re-locate. An additional several million retirees have no permanent address and live in recreation vehicles. Retired migrants tend to have higher income, more education, and better health than average for their age.

Criteria To Measure Potential: High natural and cultural amenities, desirable climate (defined as four seasons, long growing season, many sunny days, few extreme days of heat or cold), low cost of living, access to health care, sense of personal security, walkable downtown, friendly small-town atmosphere, access to commercial airlines

Implied Implementation Actions: Targeted marketing to individuals familiar with community, e.g. relatives or friends of residents, alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Use of local retirees as ambassadors. Partnerships with developers for RV parks, housing. continuing care facilities. Targeted effort to market

local banking, financial, legal services. Creation of service businesses to meet seniors' needs and to support their independent lifestyle.

17. Attracting Lone Eagles

Definition: Increasing numbers of people have the education, skills, and contacts to carry their living wherever they are. Information technology has drastically increased the numbers of Lone Eagles.

Criteria To Measure Potential: Community: 1) Accepts newcomers & open to change, 2) Demonstrates community pride, 3) Access to open space & recreation, 4) Access to cultural amenities, 5) Interesting personality or standing, 6) Good housing, 7) Sense of personal security, 8) Good K-12 schools, 9) Access to post-secondary ed and training, 10) primary health care and access to higher care, 11) Small business friendly, 12) Minimizes tax & reg burdens, 13) Work-ready labor force, 14) Advanced telecomm, 15) Wireless telephony, 16) Cable TV, 17) Internet access, 18) Overnight express mail, 19) Access to commercial airlines, 20) Same-day delivery of national newspapers (Source: Center for the New West)

Implied Implementation Actions: Community telecomm assessment. Targeted marketing to individuals familiar with community, e.g. alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Development of ancillary services. "Smart" building or business incubator dev.

18. Telecommunications Business

Definition: Businesses that rely on information technology are increasingly footloose. They can either be attracted to a community or home-grown.

Criteria To Measure Potential: Same as Lone Eagles, plus work force and high speed telecomm services.

Implied Implementation Actions: Community telecommunications assessment. Response kit development. Targeted advertising. Development of ancillary services telecomm businesses require. "Smart" building or business incubator development. Development of broadband telecomm service. Workforce training.

19. Health Care

Definition: The provision of health care can be a major provider of jobs, as well as a key condition for businesses and individuals to locate. Local hospitals are often among the top employers in a community. A doctor may support as many as 5-8 other jobs.

Criteria To Measure Potential: Presence of hospital or clinic, location in health professional shortage area

High= Hospital or clinic developing or operating well, Medium= presence of moderate levels of health services, Low= presence of no or minimal health services

Implied Implementation Actions: recruitment and retention of providers, loan repayment programs, health clinic improvements, EMS improvements, pharmacist recruitment, develop wellness programs.

20. Bedroom Community

Definition: Some communities are so close to larger cities that their natural niche is building a base of residents who will bring income home to their communities.

Criteria To Measure Potential: Distance to larger city, transportation links, size of neighboring community

Implied Implementation Actions: Consumer survey to identify what goods and services are preferred locally, links to construction and financing firms in development industry, develop local recreation programs, strengthen schools, parks and trail development

21. Attracting/Retaining Government Offices

Definition: District and regional offices of state and federal agencies can be a major source of professional and stable jobs. Keeping them open can be as important as getting new ones.

Criteria To Measure Potential: telecommunications capacity, amount of public lands,

Implied Implementation Actions: Work with political decisionmakers, build community support

Exhibit 5: Payette Strategic Economic Development Plan Workshop Notes

Five goals areas were identified for the economic diversification of Payette. They are Value-Added Agriculture, Attracting Retirees, Being the best Bedroom Community possible, Business Retention and Expansion, and improving Local/Regional Tourism. Twenty-two action strategies were brainstormed, and the group prioritized these six actions as the best places to start the process of economic development:

1. Develop a communications hub for community economic development news and community events. *(This idea came up 3 times under BRE, Tourism, & Attracting Retirees.)*
 - On social media
 - On one or more community readerboards located at key intersections for maximum readability
 - Help existing businesses get linked to helpful programs
 - Develop a slide deck or social media piece to share Payette with retirees
 - Sell the idea of “Low traffic” *(Link to Transportation Chapter)*
 - Stress the positive interactions with public services *(Link to Public Services chapter)*
 - Miracle League Field *(Link to Parks & Rec Chapter)*
 - Promote and coordinate Payette in multi-media fashion
 - Sign/readerboard on Hwy 95 promoting events and attractions.
 - Also maintain community event calendar available on-line through various applications.
 - Create promotional video pieces that are available through social media.
 - Conduct search engine optimization (Hootsuit app feeds social media.)
2. Market the recreational activities and community amenities of Payette (especially health care) with a volunteer committee assigned to this, similar to BRE. Market the recreational activities and community amenities of Payette (especially health care) with a volunteer committee assigned to this, similar to BR
3. Support downtown development/revitalization *(Link to Land Use chapter)*
 - Better code enforcement
 - Façade improvements
 - Pedestrian amenities
 - Facilitate mixed-use housing
 - Encourage more family dining options
 - Promote the location of unique or boutique retail downtown
4. Extend the Greenbelt to Rudy Park *(Link to Parks & Rec chapter)*

5. Conduct feasibility study of lodging (after reviewing Weiser's report)

5. Support direct farm-to-consumer sales (*Link to Transportation Chapter*)

- Allow the Payette Farmers Market to move into Kiwanis Park, partnering with the Payette Valley Food Connection.
- Update the sign code to allow direction signs for local agricultural producers on a seasonal basis
- Locate a City electronic reader board at a strategic location to advertise all sorts of local events and activities. (cuts across goal areas)

The Team: Mayor Jeff Williams, Liz Amason, Stan Clements, Al Cole, Kristy Davis, Scott Farley, Dave Gray, Rick Greif, Laura Gross, Jody Henderson, Ron Hershey, Maria Ibarra, Kit Kamo, Mike Kee, Diane Kinney, Scott Massingill, Kristen Nieskens, Kathy Patrick, Rob Ruth, Ralph Uphoff, and Corina Vazquez

The Process: The City of Payette is in the process of updating their Comprehensive Plan. The comp plan advisory committee has been meeting for a year. The City decided to partner with other stakeholders to create a more detailed economic development plan that would inform the ED chapter of the comp plan. A side process of four workshops was designed to flesh out the development potential of Payette. The first workshop reviewed economic development basics. An interactive tool called the Community Potential Matrix allowed participants at the first workshop to rate the best ways to add jobs in the City of Payette. This second workshop finalized consensus scores for Payette. The last two workshops examined in more detail those strategies that ranked highest. Action strategies to move Payette forward in realizing its development potential were brainstormed and ranked.

The Objectives:

1. Help participants understand how Payette City has changed over time as part of national trends.
2. Expand the set of economic diversification alternatives that participants see available to small towns.
3. Engage participants in a conversation that uses comparative advantage to identify which diversification alternatives best match Payette.
4. Build consensus about where the potential of Payette lays.
5. Help participants connect community actions and improvements to realizing their economic potential under selected diversification strategies.

Economic Development Meetings – Workshops were held on these dates
Thursday, November 16, 4:00 – 6:00 pm

Thursday, November 30, 4:00 – 6:00 pm

Thursday, December 21, 4:00 – 6:00 pm

Thursday, January 25, 2018, 3:00 – 5:00 pm

Community Potential Matrix: At the first workshop, the team talked about the historical engines of growth that created the Payette of today.

1. **Furtrapping** was one of the first activities.
2. **Forestry** became important. The first name for Payette was “Boomerang,” which relates to the moving of log booms on the two rivers.
3. **Agriculture** grew in importance. There used to be many more orchards in this area.
4. **Food Processing** followed and has risen in importance.
5. **Retail sales** have increased, especially along the Hwy 95 corridor.
6. **Higher value Agricultural Production** has been occurring with things like grass-fed beef, organic vegetables, and direct farm-to-consumer sales.
7. Payette is becoming a **Bedroom Community** to Ontario, Caldwell, and Boise.
8. Some **Retirees** are being attracted to Payette.
9. There is a growing **Public Employment** sector.
10. **Health Care** has not yet emerged as an economic driver, but may in the future.

The group then reviewed some of the statistical socioeconomic realities of Payette.

- Self employment is higher than the state or national average.
- Commuters are an important factor.
- The Hispanic population has been rising steadily. Many Hispanics culturally prefer to live within Payette, even if they work on farms outside of town.

COMMUNITY POTENTIAL MATRIX

	Individual	Consensus			Consensus	
		Group A	Group B	Small Group Average	Experts 2001?	Payette
1. Value-Added Agriculture		H	H	H	H	H
2. Value-Added Forest Products		L	L	L	L	L
3. Value-Added Mining		L	L	L	L	L
4. Value-Added Fisheries & Aquaculture		L	L+	L+		L+
5. Energy Diversification		H	M+	H-		M
6. Environmental Restoration		L	L	L	L	L
7. Business Retention/Expansion		M+	H	H-	H	H-
8. Plugging Retail Leakage		M+	M+	M+	M	M
9. Entrepreneurship Dev.		M+	M+	M+	M	M+
10. Business Recruitment		M	M-	M	M	??
11. Local/Regional Tourism		H	M	H-	L	H-
12. Pass-Through Visitor Services		M	H	H-	M	M+
13. Destination Tourism		L	L+	L+	L	L+
14. Cultural Tourism		L	L	L	L	L
15. Transportation Hub/Warehousing		L+	M	M-	L	M-
16. Attracting Retirees		H	H	H	H	H
17. Attracting Lone Eagles		M	M+	M+	H	M
18. Telecommunications Business		M	L+	M-	H	M-
19. Health Care		L	M+	M-	M	M-
20. Bedroom Community		H	H	H	M	H
21. Attract/Retain Government Offices		M	H	M+	M	M+

Note: Please rank H = High, M = Medium, and L = Low. Low does not mean zero.
Consider modifying score with + or - sign to reach a consensus group score.

The team then worked as two small groups to rank Payette's potential to add jobs in 21 different ways. Dr. Gardner offered a handout and described what was meant by each diversification option. First, participants scored as individuals and then talked to a small group consensus.

The table above shows the average of the two small group scores, as well as the scores made by a

group of Idaho rural development experts in 2001. The group agreed to full consensus scores on everything except Business Recruitment. For this latter option, they decided to wait to hear from Kit Camo of the Snake River Economic Development Association (SREDA). Three options were ranked as having a High potential in Payette and two others were scored a High Minus (H-).

Goals Statements: were developed for these top five diversification options, with action strategies brainstormed afterwards.

Value-Added Agriculture – To support efforts to diversify and sustain agriculture in the surrounding area.

Potential Actions: (*Link to Agriculture Chapter*)

6. Support direct farm-to-consumer sales (*Link to Transportation Chapter*)
 - Allow the Payette Farmers Market to move into Kiwanis Park, partnering with the Payette Valley Food Connection..
 - Update the sign code to allow direction signs for local agricultural producers on a seasonal basis
 - Locate a City electronic reader board at a strategic location to advertise all sorts of local events and activities. (cuts across goal areas)
7. Support the availability of agricultural workers.
 - Build awareness of employment opportunities for seasonal agriculture among Payette's youth.
8. Encourage agri-tourism and farm tours that connect consumers with local producers.

Attracting Retirees: To encourage and welcome retirees to Payette.

Potential Actions:

1. Set up communications loop/hub re: retirees
 - Develop a slide deck or social media piece (about 30 sec) to share Payette
 - Sell the idea of "Low traffic" (*Link to Transportation Chapter*)
 - Stress the positive interactions with public services (*Link to Public Services chapter*)
 - Miracle League Field (*Link to Parks & Rec Chapter*)
2. Available housing – affordable (debt-free) (*Link to Housing Chapter*)
 - Senior (55+) housing exists in Payette, but is always full – need more units
3. Market the recreational activities and community amenities of Payette (especially health care) with a volunteer committee assigned to this, similar to BRE

Bedroom Community: To be a safe community that provides quality housing

options, strong schools, and varied recreation choices for all.

Potential Actions:

1. Extend the Greenbelt to Rudy Park (*Link to Parks & Rec chapter*)
2. Support downtown development/revitalization (*Link to Land Use chapter*)
 - Better code enforcement
 - Façade improvements
 - Pedestrian amenities
 - Facilitate mixed-use housing
 - Encourage more family dining options
 - Promote the location of unique or boutique retail downtown
3. Promote a positive image of Payette through (*Link to Community Design chapter*)
 - Better code enforcement.
 - More diversity in housing options
 - Developer incentives
4. Improve/ re-develop the skate park (*Link to Parks & Rec chapter*)

Business Retention, Expansion, and Recruitment:

To build partnerships and collaboration between local businesses, the City, and community groups that enhance local business vitality and bring new businesses to Payette.

Notes:

1. Business recruitment is merged into Business Retention & Expansion to hold the plan to five goal areas.
2. Idaho has a workforce training program that can offer custom-tailored training for a new company's employees.
3. A small California manufacturer is currently looking into the City of Payette as a possible new location.

Payette's Assets:

- ✓ On a north-south highway (Hwy 95)
- ✓ Near an interstate freeway
- ✓ Quality of schools
- ✓ A relatively intact downtown
- ✓ Strong values
- ✓ Active and diverse church community
- ✓ Strong rural work ethic
- ✓ Workforce availability, education, and skill levels

- ✓ Students as source of interns
- ✓ Potential for airport fly-live development

Business Location Factors:

- **Property** – Existing buildings, land with proper zoning and services available, industrial parks.
- **Labor Force** – Availability, productivity, reliability, skill levels, unionization and history of labor disputes, wage levels, fringe benefit costs.
- **Utilities** – Cost, availability, reliability, capacity.
- **Infrastructure** – Roads, water systems, sewer capacity.
- **Communications** – Digital switching, fiber optics, availability.
- **Transportation** – Airport access, number and types of commercial carriers, air freight access and availability, highways and interstate access, rail access and costs, port access.
- **Taxes** – State and local tax rates and stability.
- **Education** – Primary and secondary school quality and quantity, post secondary program availability, colleges and universities in region, employment and training programs and services available.
- **Quality of Life Factors** – Culture, recreation, safety and crime rates, climate, etc.
- **Cost of Living** – Housing, food, clothing, recreation.
- **Housing** – Cost and availability.
- **Overall Cost of Doing Business** – wages, fringe benefits, taxes, worker’s compensation, insurance, transportation, etc.
- **Access to Raw Materials** – Availability, distance, cost.
- **Access to Markets** – Distance, time and cost.
- **Environmental Issues** – Problems, regulations.
- **Red Tape and Permitting Process** – State, local and city requirements, time frames and stability.
- **Business Climate** – Attitude and strength of state and local economies.
- **Medical Care** – Quality and availability, senior services and programs.
- **Employment Opportunities for Family Members** – Spouse and others.
- **Community Self Concept and Attitude** – Positive, Can-Do, etc.
- **Incentives** – Financing, tax credits, deferred costs, etc.

Potential Actions:

1. Develop a communications hub for community economic development news and community events
 - On social media

- On one or more community readerboards located at key intersections for maximum readability
- Help existing businesses get linked to helpful programs
- 2. Conduct interviews of local businesses using a BRE template, edited down for brevity
 - Identify businesses who want to expand, but may be stymied by some obstacle.
- 3. Buff up the potential of downtown (*Link to Land Use chapter*)
 - Identify and map land zoned commercial and/or industrial
 - Inventory empty commercial/industrial building spaces
- 4. Organize a committee/team to lead this strategy (*Link to Economic Development Chapter*)
 - Develop a set of selling points for Payette (see assets above)
 - Groups to include in Committee: Utilities, Real Estate, Education, Finance, Supplier/Manufacturers, Marketing Networks, Employment/Training, Infrastructure, Medical, Government, Travel, Tourism, Lifestyle, Marketing
 - Decide how to vary these points for different business types
 - Consider selling points for spouses and families
 - Practice with a mock site visit
- 5. Respond to the needs and desires for infrastructure and city improvements that businesses identify as helpful.
- 6. Help the community understand and appreciate the number and breadth of local businesses
 - Organize tours of local businesses for the community as a way to grow awareness and appreciation.
 - Organize an appreciation/award event for local businesses.
 - Organize similar businesses into networks to connect and learn from one another, e.g. home-based businesses or tech-oriented businesses

Local/Regional Tourism: To promote local events, activities, and amenities.

Potential Actions:

1. Promote and coordinate in multi-media fashion
 - a. Sign/readerboard on Hwy 95 promoting events and attractions.
 - b. Also maintain community event calendar available on-line through various applications.
 - c. Create promotional video pieces that are available through social media.
 - d. Conduct search engine optimization (Hootsuit app feeds social media.)
2. Conduct feasibility study of lodging (after reviewing Weiser's report)
2. Recommend that a good City role is to serve as a "pivot point" to facilitate

strategies for economic development

4. Develop half-day and full-day tourism activity agendas, and post them on the communication vehicles. Promote existing event facilities like sports fields, Clay Peak, swimming pool, Parks & Rec Spartan Races, Airport fly-ins
5. Build information Kiosk at Bancroft Park (*links to Community Design chapter*)
6. Explore sources of funding to improve acoustics and use of the amphitheater in Kiwanis Park. (*link to Parks & Rec chapter*)