

LINCOLN COUNTY ECONOMIC DEVELOPMENT STRATEGY

**PREPARED FOR:
LINCOLN COUNTY BOARD OF COMMISSIONERS
P.O. BOX 28 / 450 LOGAN ST.
DAVENPORT, WASHINGTON 99122
(509) 725-3031**

**PREPARED BY:
LINCOLN COUNTY ECONOMIC DEVELOPMENT COUNCIL
P.O. BOX 1304 / 303 SIXTH ST.
DAVENPORT, WASHINGTON 99122
(509) 725-1170**

**DECEMBER 17, 2012
UPDATED INVESTMENT LIST DECEMBER 2016**

TABLE OF CONTENTS

ECONOMIC DEVELOPMENT STRATEGY

VISION, MISSION AND SUMMARY.....	PAGE 3
ECONOMIC GOALS & OBJECTIVES.....	PAGE 4
ACTION PLAN.....	PAGE 5
CURRENT & PLANNED ECONOMIC INVESTMENTS.....	PAGE 8

COUNTY PROFILE

ECONOMY.....	PAGE 11
INDUSTRY; INDUSTRIAL PARKS; PUBLIC DEVELOPMENT AUTHORITIES; RETAIL HISTORY; FOREIGN TRADE ZONE; TELECOMMUNICATIONS	
TRANSPORTATION ACCESS.....	PAGE 14
ROAD; RIVER; RAIL; AIR; OTHER MODES; TRANSPORTATION PLANNING	
DEMOGRAPHICS.....	PAGE 17
POPULATION; WORKFORCE; HOUSING	
PHYSICAL ENVIRONMENT.....	PAGE 18
LOCATION; GEOGRAPHY; NATURAL RESOURCES; ENVIRONMENTAL POLICY	
END NOTES.....	PAGE 20
PUBLIC PARTICIPATION; UNIVERSITY ASSISTANCE AND SURVEY ANALYSIS; STRATEGY LEADERSHIP	
SUPPLEMENTAL MATERIALS.....	PAGE 26

VISION

Increased prosperity and improved quality of life through strategic economic development.

MISSION

The mission of the Lincoln County Board of Commissioners, the Economic Development Council and the county's industry leaders, civic organizations and citizens is to work together to exploit our economic strengths and capitalize on our economic opportunities. Through collaboration and strategic planning, Lincoln County will remain a strong and agriculturally dominant county benefiting those that live here.

SUMMARY

An economic development strategy is a roadmap for strengthening a region's economy. It is an ongoing planning process that emphasizes the involvement of stakeholders and provides them with a plan for reaching shared goals.

On August 2, 2010, the County Board of Commissioners gave their consent to the Lincoln County Economic Development Council to produce a strategy that meets the technical requirements set forth by the U.S. Economic Development Administration. (1)

To assure that this strategy emphasized the shared goals of Lincoln County's stakeholders, input was sought from the entire population - senior citizens, high school students, grocery shoppers, business owners, elected officials, farmers, ranchers, Chambers of Commerce and more – asking them to identify their county's strengths, weaknesses, opportunities and threats.

That input was the basis for the resulting long term goals and short term measurable objectives.

GOALS & OBJECTIVES

1) GOAL: RETAIN, EXPAND & RECRUIT BUSINESS

Objectives:

- A. Maximize our region's agricultural economy.
- B. Maximize our region's recreation and tourism economy.
- C. Provide assistance to the region's new and existing businesses and industries.
- D. Promote cluster opportunities around existing industries.

2) GOAL: BUILD OUR WORKFORCE

Objectives:

- A. Identify and address industry workforce gaps.
- B. Increase collaboration between educators, parents and industry leaders regarding career opportunities.
- C. Provide vocational training opportunities.

3) GOAL: SECURE THE INFRASTRUCTURE NECESSARY FOR RESOURCE DELIVERY & ECONOMIC GROWTH

Objectives:

- A. Develop the multimodal transportation system necessary to accommodate existing and future commerce.
- B. Secure the commercial and industrial infrastructure necessary for future development.
- C. Develop the telecommunication infrastructure necessary to increase economic opportunity and improve quality of life.
- D. Identify and address housing-related issues that could inhibit economic growth.

4) GOAL: UNITE STAKEHOLDERS FOR INCREASED ECONOMIC DEVELOPMENT

Objectives:

- A. Maintain an Economic Development Strategy for Lincoln County.
- B. Address policy that inhibits economic growth.
- C. Strengthen our partnerships with other economic development organizations.

ACTION PLAN

Following the guidelines of the Economic Development Administration and using the County’s strategic goals and objectives as the framework, the following five-year action plan was produced.

Goals	Objectives	Actions	Leaders
1. Retain, Expand & Recruit Businesses	1A. Maximize our region's agricultural economy.	Identify opportunities to expand crop and livestock production.	AMMO; WAWG; WSU; CPoW; WCA; WPP; SASP
		Identify opportunities to add economic value to existing products.	AMMO; WSU; Co-ops; Producers
		Explore opportunities to develop the AVA Wine Region.	WSU; Producers; Property Owners
	1B. Maximize our region's recreation and tourism economy.	Promote the Lake Roosevelt Recreation Area as a vacation destination and as a business opportunity.	LC; NPS; LCEDC; Industry Leaders
		Implement tourism branding programs in our communities.	LCEDC; Chambers; Business Owners
		Develop marketing strategies for Hunting & Fishing; Scenic Hwy 2; & Old Highway 10.	LCEDC; LCVCB; Chambers
		Encourage and support preservation on historic buildings, sites and objects.	Historic Societies; Local Gov't; Planning Commissions
	1C. Provide assistance to the region's new and existing business and industry.	Provide assistance with business planning; site location; tax issues; exporting & workforce.	LCEDC
		Support the expansion of existing industries.	LCEDC; Local Gov't; PDAs
		Support the plans and goals of the health care industry.	LCHD; LC Health Dept.; Critical Access Hospital Network
		Research and, if feasible, implement a program to provide small, short-term loans to local businesses and start-ups.	USDA-RD; COM; Financial Institutions; LCEDC
		Market Lincoln County's economic opportunities to audiences outside of Lincoln County.	LCEDC
	1D. Promote cluster opportunities around existing industries.	Perform a cluster analysis around our strongest industries to identify input and output support opportunities.	LCEDC; PDAs; Industry Leaders
		Recruit viable businesses.	PDAs; Chambers; LCEDC
		Provide location and site preparation assistance.	PDAs; LCEDC
		Explore incentive package opportunities.	PDAs; LCEDC
Goals	Objectives	Actions	Leaders

2. Build our Workforce	2A. Identify and address industry workforce gaps.	Identify local career opportunities and the skills they require.	Industry leaders; LCEDC; WorkSource	
		Track current and future job openings and training needs.	Industry Leaders; LCEDC; WorkSource	
	2B. Increase collaboration among educators, parents and industry leaders regarding career opportunities.	Increase involvement of local business leaders in schools, parent-teacher organizations and career fairs.	LCEDC; Industry Leaders; Educators	
		Explore post high school mentoring and apprenticeship opportunities.	Industry Leaders; Educators; WorkSource	
	2C. Provide vocational training opportunities.	Identify programs to address needed skill sets and partner with those providers.	Industry Leaders; LC Hospital District; WSU; CCS; WorkSource	
		Promote existing ag-related training, testing & certification opportunities and existing Certified Nursing Assistant & Nursing Student Programs.	WSU; CCS; AMMO; Lincoln Hospital & Foundation; WorkSource; Educators	
Goals	Objectives	Actions	Leaders	
3. Provide the Infrastructure Necessary for Resource Delivery & Economic Growth	3A. Provide the multimodal transportation system necessary to accommodate existing and future commerce.	Provide for roadways, public transit & pedestrians.	QUADCO; LC; P4P; Local Gov't	
		Maintain access to and across waterways.	WSDOT; NPS; LC	
		Develop a strategy for restoring the CW Branch of the Palouse River Coulee City Railroad Line.	EWG; WSDOT; LC; Co-ops & Producers	
		Support the Airport Improvement Plans for our municipal airports.	Local Gov't (3); FAA	
	3B. Provide the commercial and industrial infrastructure necessary for future development.	Assure adequate availability of industrial/commercial zoned property.	LC; Local Gov't; PDAs; Planning Dept's & Commissions	
		Plan for cluster development around existing industries.	LCEDC; PDAs; Industry Leaders	
		Maintain an inventory of tenant-ready sites and facilities.	LCEDC; PDAs; Real Estate Owners & Agents	
	3C. Provide the telecommunication infrastructure necessary to increase economic opportunity and improve quality of life.	Establish a Broadband Planning Team.	LC; Local Gov't; LCPUD; LCEDC	
		Implement a Broadband Expansion Plan.	Broadband Planning Team	
	3D. Identify and address housing-related issues that could inhibit economic growth.	Inventory available housing stock and create a plan to address gaps and issues.	Local Gov't; Real Estate Owners & Agents	
	Goals	Objectives	Actions	Leaders

4. Unite Stakeholders for Increased Economic Development	4A. Maintain an Economic Development Strategy for Lincoln County.	Update Action Plan and Current & Planned Investments list annually.	LCEDC
		Update Strategic Plan every 5 years.	LCEDC
	4B. Address policy that inhibits economic growth.	Advocate for solutions to regional water issues.	LC; Local Gov't; LCCD; Industry Leaders
		Advocate for reductions in municipal regulations and mandates.	LC; Local Gov't; AWC
		Address agriculture policies that affect the industry's ability to thrive.	LC; Local Gov't; Industry Leaders; Producers
		Advocate to strengthen the state's Critical Care Hospital Network; address other threats to rural health care.	LC; Local Gov't; Industry Leaders
	4C. Strengthen our partnerships with other economic development organizations.	Improve relationship with SBA and the regional Small Business Development Center.	LCEDC; COM; SBDC
		Engage with the U.S. Economic Development Administration, the WA Dept. of Commerce and the Washington Economic Development Commission to increase support of our economic development efforts.	LCEDC

Acronyms:

AMMO – Agricultural Marketing & Management Org.

AWC – Association of Washington Cities

BNSF – Burlington Northern Santa Fe Railroad

CCS – Community Colleges of Spokane

COM – Washington State Dept. of Commerce

CPoW – Cattle Producers of Washington

EWG – Eastern Washington Gateway Railroad Co.

FAA – Federal Aviation Administration

LC – Lincoln County Gov't

LCCD – Lincoln County Conservation District

LCEDC – Lincoln County Economic Development Council

LCHD – Lincoln County Hospital District

LCPUD – Lincoln County Public Utility District

LCVCB – Lincoln County Visitor & Convention Bureau

NPS – National Park Service

PDA – Public Development Authority

P4P – People for People Transportation Services

QUADCO – Quad County Regional Transportation Planning Org.

SASP – Spokane Area Sheep Producers

SBA – Small Business Administration

SBDC – Small Business Development Center

WAWG – Washington Association of Wheat Growers

WCA – Washington Cattlemen's Association

WPP – Washington Pork Producers

WSDOT – Washington State Dept. of Transportation

WSU – Washington State University Extension

CURRENT & PLANNED INVESTMENTS - 2017

Supplemental to the Action Plan, the following list of strategic investments coincides with the proceeding goals and objectives and with the economic development plans of local government; public development authorities; hospital, fire, conservation and public utility districts; councils and organizations.

BUSINESS RETENTION, EXPANSION & RECRUITMENT INVESTMENTS					
Project	Location	Description	Leaders	Est. Cost	Possible Funding
Inland Northwest Rail Museum	Reardan	Complete museum & Street Car Gallery.	Reardan Area PDA; Inland Empire Railway Historical Society	\$1.5 mil.	CERB; BNSF; USDA-RD; WA State; Private
USDA Livestock Processing Plant	Odessa	1) Wastewater system; 2) Training & Marketing Plan; 3) Expand freezers.	LPCA; OPDA; WSU Extension	1. \$250,000 2. \$80,000 3. \$500,000	CERB; USDA-RD; WSDA; DOE; Private
Lincoln County Fairgrounds	Davenport	Research potential year-round revenue streams.	Lincoln Co.; EDC; LC Fair Board	\$50,000	CERB; WSDA; USDA-RD; APA
Truck Route Designation	Davenport	Review options for truck route ROW.	Davenport	\$50,000	CERB; QUADCO; USDA-RD
intelliPaper Headquarters	Reardan	Facility for R&D and manufacturing.	LCEDC; Reardan; Reardan Area PDA	\$1 million	USDA-RD; CERB; COM
Odessa Memorial Health Care Center	Odessa	CT Scanner: Equipment & Facility Upgrade	OMHCC	\$500,000	WSU; UW; USDA-RD
Wilbur ORV Park	Wilbur	Restrooms & bleachers.	Town of Wilbur	\$100,000	WWRC; Town of Wilbur
Airport Hangar	Davenport	Construct hangar for rent and/or commercial use.	Davenport	\$75,000	Davenport
Gun Club Expansion	Davenport	Expand area to increase membership & activities.	Davenport; Davenport Gun Club	\$500,000	WRCO; DGC; Davenport
Seven Bays Marina Dock System	Lake Roosevelt Nat. Rec. Area	Replace aging and damaged dock system.	NPS; Concessionaire	\$500,000	WRCO; NPS; COM; Private
WORKFORCE INVESTMENTS					
Project	Location	Description	Leaders	Est. Cost	Possible Funding
Business & Learning Center	Davenport	For learning; teaching; conferencing & testing.	WSU-E; LCEDC	\$100,000	WSU; CCS; COM; LCRDF; USDA-RD

Odessa Memorial Healthcare Center	Odessa	Develop plan for Med. School Partnership	L.C. Hospital Dist. 1	\$50,000	USDA-RD; WSU/UW/CCS; DOH; CERB
INFRASTRUCTURE INVESTMENTS					
Project	Location	Description	Leaders	Est. Cost	Possible Funding
I-90 Business Park	Sprague	Prepare property for tenant(s).	City of Sprague; Sprague PDA; LCEDC	\$1.5 mil.	CERB; PWTF; Sprague; Private
Barr Regional Bio Industrial Park	Lincoln Co.	Build out remaining 30 acres for future tenants.	Odessa PDA; Barr Tech	\$2 mil.	CERB; PWTF; Private Investment
Odessa Industrial Park	Odessa	Build out remaining 20 acres for future tenants.	Odessa PDA	\$1 mil.	CERB; PWTF; USDA-RD; Private
CW Branch of the PRCC Railroad	Lincoln Co.	Restore track to Class 2 status.	WSDOT; EWG; Lincoln Co.	\$64 mil.	WSDOT; WUTC; QUADCO; Ag Producers/Industry
Lincoln County Fairgrounds	Davenport	Upgrade facilities and grounds.	Lincoln County; LC Fair Board	\$500,000	LCRDF; CERB; USDA-RD; WA State
Harrington Broadband Project	Harrington	Extend fiber to west end of business district.	HPDA; LCEDC; City of Harrington	\$15,000	USDA-RD; HPDA; Private
Historic Business District	Harrington	Preservation & Development.	City of Harrington; HOHS; HPC; HPDA	Project - dependent	DAHP; NTHP; WA State; USDA-RD
Public Restrooms	Sprague	Upgrade public restrooms to meet ADA requirements.	City of Sprague	\$50,000	Lions & Chamber; City; WSDOT; Lodging Tax
Public Restrooms	Wilbur	Upgrade public restrooms to meet ADA requirements.	Town of Wilbur	\$50,000	Lions & Chamber; Town; WSDOT; Lodging Tax
Airport Improvements	Odessa	AGIS Survey & Imagery; Geotech field work & survey. (3 phase project)	Town of Odessa	\$1.15 mil. (3 phases)	Odessa; WSDOT; FAA; QUADCO
Airport Improvements	Wilbur	Develop airport industrial site development plan.	Town of Wilbur	\$50,000	Town of Wilbur; FAA; WSDOT; QUADCO
Airport Expansion	Davenport	Lengthen runway; remove RPZ from commercial lots.	Davenport	\$3.2 mil.	FAA; WSDOT; Davenport
Land Purchase	Davenport	DOT ROW for visitor parking and use.	Davenport	\$35,000	Davenport; QUADCO; WSDOT
Flood Mitigation	Sprague	Mitigation planning.	City of Sprague; DOE; FEMA	\$50,000	FCAAP; HMGP; PDM; DOE; FMA; CERB
Flood Mitigation	Wilbur	Infrastructure to remove town from floodplain.	Town of Wilbur; DOE; FEMA	\$12 mil.	FCAAP; HMGP; PDM; DOE; FMA; CERB

Acronyms:

APA – American Planning Association
BNSF – Burlington Northern Santa Fe Railway
CCS – Community Colleges of Spokane
CERB – Community Economic Revitalization Board
COM – Washington State Dept. of Commerce
DAHP – Dept. of Archeology & Historic Preservation
DGC – Davenport Gun Club
DOE – Dept. of Ecology
DOH – Dept. of Health
EWG – Eastern WA Gateway Rail Line
FAA – Federal Aviation Administration
FCAAP – Flood Control Assistance Account Program
FEMA – Federal Emergency Management Agency
FMA – Floodplain Management Assoc.
HPC – Harrington Historic Preservation Commission
HPDA – Harrington Public Development Authority
HMGP – Hazard Mitigation Grant Program

HOHS – Harrington Opera House Society
LCEDC – Lincoln County Economic Development Council
LCHD – Lincoln County Hospital Districts 1 & 3
LCRDF – Lincoln Co. Rural Development Fund
LPCA – Livestock Processing Cooperative Association
OPDA – Odessa Public Development Authority
PDM – Pre-Disaster Mitigation
PWTF – Public Works Trust Fund
NPS – National Park Service
NTHP – National Trust for Historic Preservation
QUADCO – Quad County Regional Transportation Planning Org.
USDA-RD – U.S. Dept. of Agriculture-Rural Development
UW – University of Washington
WRCO – WA Recreation & Conservation Office
WSDA – Washington State Dept. of Agriculture
WSDOT – Washington State Dept. of Transportation
WSU – Washington State University
WUTC – WA Utilities & Transportation Commission
WWRC – Washington Wildlife & Recreation Coalition

ECONOMIC PROFILE

INDUSTRY

Lincoln County is a national juggernaut of wheat production. For the 2011 crop year, farmers produced 24,335,000 bushels of wheat. Only Washington's Whitman County produced more, at 40,000,000 bushels. (2) No other U.S. counties produce near the combination of winter and spring wheat, making Whitman and Lincoln frequently the #1 and #2 wheat producing counties in the nation. The USDA 2007 Census of Agriculture (3) indicates that Lincoln County's agricultural production was valued at \$126.2 million (82%). As a county, we are fortunate to enjoy the land availability, the weather, the infrastructure, the capitalization, and the experience to maintain this competitive position. The service companies that support our agriculture industry operate facilities in every community, providing important family wage jobs.

Livestock production is also important to Lincoln County and we provide some key services to the region's livestock producers. Stockland Livestock Exchange, located in Davenport, handles the sale of thousands of animals from throughout the Inland Empire every year. A new livestock processing facility will soon open in Odessa and will provide producers with local USDA carcass inspection for the retail market, enabling them to increase their profit margins by marketing their product directly to stores, distributors, restaurants and institutions. The facility is a public-private partnership between the Odessa Public Development Authority and the Cattle Producers of Washington Livestock Processors Cooperative Association. Another business in Odessa crushes canola and sells canola meal for finishing livestock, providing yet another service for the region's producers.

Public health care is an important employer in Lincoln County, providing 228 fulltime-equivalent jobs. Two hospitals and three medical clinics provide health care across 2,311-square-miles. Both hospitals are members of the State's Critical Access Hospital Program, established in 1997 to ensure the stability of hospital services in rural areas. Administered by the Washington State Department of Health, the program provides cost-based reimbursement for Medicare and Medicaid patients and is vital to the 38 Rural-hospitals that it serves. Lincoln County's hospitals expand their capabilities by partnering with urban health providers through information systems and virtual presence technology. Both hospitals participate in the Beacon Community of the Inland Northwest which provides technology-based access to health information and Lincoln Hospital partners with the Providence Sacred Heart Stroke Center in Spokane to bring in virtual neurologists 24 hours a day through a robotic telemedicine program. Lincoln County's medical network is an ideal candidate for Washington State University's School of Medicine in Spokane, which plans to utilize rural hospitals for undergraduate clerkship placements. Both hospitals have partnered with the Lincoln County Health Department since 1993 through the formation of the Lincoln County Public Health Coalition to implement programs designed to improve the health status of Lincoln County residents. This collaboration is supported primarily through grants to identify community priority health issues and reduce the burden of chronic disease. Along with

supporting communities and families in integration of healthy behaviors, the Coalition continues to work towards integration and collaboration of healthcare services in Lincoln County in support of medical home principals supporting coordinated healthcare.

Tourism is a significant industry. Access to Grand Coulee Dam from the north is via Highway 2 through Lincoln County and accounts for thousands of trips through the county each year with tourists coming from all over the United States and Canada. Another notable tourism attraction is the Lake Roosevelt National Recreation Area. Lake Roosevelt is the largest lake in Washington and forms the northern boundary of Lincoln County. The National Park Service logged over 1.5 million visitors to the recreation area in 2011. Many of those visitors access the recreation area through the gateways of Davenport, Creston and Wilbur, patronizing restaurants, stores and gas stations. Houseboat vacations are a major attraction and translate into tourism revenue for marina operators and Lodging Tax income for the County.

Other industries contributing a substantial number of jobs are seed production and sales, canola crushing, basalt mining and crushing, and commercial construction.

INDUSTRIAL PARKS

Lincoln County has two operating industrial parks and two more in the development stage.

The Barr Regional Bio Industrial Park is a 40-acre industrial site located on the I-90 corridor in southeast Lincoln County. It has been constructed for heavy industrial commercial use and includes an access easement from the freeway exit directly to the site. It is owned and managed by the Odessa Public Development Authority. The park's anchor tenant is the Barr-Tech Organic Processing Facility. Barr-Tech processes organic municipal waste streams into high grade compost. The park is 22 miles from Spokane's metropolitan area where Barr-Tech draws the majority of its feedstock. The infrastructure for water, power and septic is in place and the PDA has 30 acres available for expansion.

The 40-acre Odessa Industrial Park is also owned and managed by the Odessa Public Development Authority. Located 16 miles north of Interstate 90 (Exit 206) and 1 mile south of the town of Odessa, the park fronts State Highway 21 and focuses on agriculture-related industries. Two grass seed producers are current leaseholders and the PDA is building a USDA certified livestock processing facility for a third tenant. It is expected to be open by summer 2013. There are 20 acres available for expansion within the park and an additional 160 acres available across from the park, on the opposite side of Highway 21.

The Davenport Business Park, a commercial business park adjacent to the Davenport Sports Complex, will soon provide that community with 1800' of State Route 25 frontage for commercial/retail development. This city-owned business park is part of the master plan for the sports complex.

A business park is planned for a 5-acre parcel immediately north of Interstate 90 at the Sprague interchange. The privately-owned parcel will be zoned and annexed into the city limits. Highway 23 access has been granted by the WSDOT. The property's proximity to Interstate 90 makes it ideal for warehousing or distribution activities.

PUBLIC DEVELOPMENT AUTHORITIES

Lincoln County has four Public Development Authorities (PDA.) A Public Development Authority is created by a city, town or county to carry out a specific function and is subject to the general laws regulating local government. The following is a list of Lincoln County's Public Development Authorities, their purposes, and their creating entities:

Harrington PDA – The Harrington PDA was formed to promote economic development and create infrastructure for economic diversification. Created by the City of Harrington.

Odessa PDA – The Odessa PDA created the Odessa Industrial Park near Odessa and the Barr Regional Bio Industrial Park on Interstate 90, nine miles east of Sprague. They also partnered on a biodiesel facility in Odessa. Created by the Town of Odessa.

Reardan Area PDA – The Reardan Area PDA manages the Audubon Lakes Wildlife Viewing Area and is a partner in the future Inland Northwest Rail Museum. Created by the Town of Reardan.

Sprague PDA – The Sprague PDA was formed to develop acreage at the I-90 interchange. Created by the City of Sprague.

RETAIL HISTORY

Examination of Internal Revenue Service records and the USDA 2007 Census of Agriculture indicate that Lincoln County's economy was valued at approximately \$153.4 million in 2007, the latest year for which there is complete agricultural census information. The major components are agricultural production (\$126.2M or 82%) and retail sales (\$27.2M or 18%). Most of the agricultural economy is wheat and barley (\$106.1M) or livestock and pasturing (\$8.5M.)

More recent information indicates that Lincoln County retail sales have grown to nearly \$31.4M in 2010 and are expected to report at nearly \$32M for 2011. This reflects a five year growth rate of 3.2%. This eclipses Washington State's growth rate of 0.6%, and the US Bureau of Labor and Statistics average Consumer Price Index increase of approximately 2.2% for the same period (2005-2010). Simple linear regression of available data (2000-2010) forecasts a continued growth of approximately 1.95% (\$613,760) per year. The forecast for Lincoln County retail sales for 2012 is \$31.5 million and 2013 is \$32.1 million. If it is assumed that the agricultural portion of Lincoln County's economy has been growing at the same rate, (3.2% through 2010 and 2% thereafter), the County should see a total economy of approximately \$175.8 million in 2012 and \$179.3 million in 2013.

2011 per capita sales are expected to report at \$3,032, a growth of 2.4% while the State expects per capita sales of \$8,364, a growth of -0.9% (synonymous with a decline of 0.9%) and Spokane County

expects per capita sales of \$8,589 with a growth of -0.7% (synonymous with a decline of 0.7%). Taken together, these numbers indicate that residents of Lincoln County make retail purchases in their home county at a little less than half the rate of Spokane County or the State. The majority of the leakage goes to Spokane County with a lesser amount to Grant County.

A complete report on this sales analysis was produced during this planning process and can be found in the appendices. (4)

FOREIGN TRADE ZONE

Lincoln County is included in the Moses Lake Port District's Foreign Trade Zone #203. A Foreign Trade Zone is a specific location legally considered to be outside U.S. Customs territory and is an economic development tool directed at businesses that import materials into the United States. The benefits to a business located within a Foreign Trade Zone can include delayed, reduced or eliminated payment of import tariffs; improved cash flow; lower inventory costs; and the opportunity to buy commodities at world prices. Businesses pay a fee to the Moses Lake Port District to utilize the trade zone and its Customs Officer.

TELECOMMUNICATIONS

Internet connectivity varies throughout Lincoln County. Wireless connectivity is available through a half dozen line-of-site service providers and a half dozen satellite service providers. Additionally, CenturyLink, an Internet, TV and Voice provider headquartered in Monroe, Louisiana, offers DSL and dial-up to residences that utilize their telephone service. Lincoln County was the recipient of \$5 million in BTOP-funded fiber in 2011-2012 and plans to conduct a feasibility study to determine how best to attain activation and access.

Cellular telephone service is available from a variety of providers, the largest being Verizon, ATT and Inland Cellular. Local television is broadcast from Spokane, the nearest large urban area, and is most frequently accessed through satellite networks.

TRANSPORTATION ACCESS

Every region has unique characteristics that shape their transportation system. Transportation patterns generally follow land use and for Lincoln County those uses are primarily agriculture and destination recreation. Two of the State's major east-west corridors, Interstate 90 and State Highway 2, also pass through Lincoln County. The transportation system is summarized by mode below.

ROADWAY NETWORK

The communities in Lincoln County are supported by 2,366 miles of roadway. The County and its municipalities maintain approximately 2,075 miles of tertiary roads, of which 1,500 are unpaved, with the balance maintained by the State. Two of the state's major east-west corridors, Interstate-90 and US 2, pass through the county, carrying significant traffic. Interstate-90 crosses the southeastern corner of

the county and, according to the Washington State Department of Transportation (WSDOT) 2011 Annual Traffic Report (5), sees an average daily traffic volume of 16,500. US 2 bisects the county and carries an average daily traffic volume of 930 on the west end of the county and 6,200 on the east end, emphasizing Spokane's influence as an origin and destination. Less traveled SR 28 also runs east-west with north-south corridors being SR 21, SR 23, SR 25, SR 174, and SR 231. All of these routes are rated T-3 (300,000 - 4 M tons/ year) by the WSDOT Freight and Goods Transportation System to support the region's need to transport agricultural products to market.

RIVER TRANSPORTATION

The Columbia and Spokane Rivers form the northern border of Lincoln County. They compose a significant body of water, Lake Roosevelt, a National Recreation Area that provides many recreational opportunities as well as being a Federal Navigable Waterway. These rivers present a significant barrier to north-south traffic surmounted at only three points; a bridge at Little Falls Dam, a bridge on SR 25 at the confluence of the Spokane and Columbia rivers, and by a WSDOT operated ferry on SR 21 at Keller. The Keller Ferry transports approximately 60,000 vehicles each year.

The Columbia River provides the state with the means to transport a significant amount of grain and other commodities. It provides links to port districts from Grant County to the north to the Port of Lewiston to the east and provides access to the Pacific Ocean via the Port of Pasco to the south. This system constitutes about 465 river miles from the mouth of the Columbia River. The ability to provide barge service to central Washington is critical in maintaining multi-modal competitiveness and in providing locally produced agricultural products to world-wide markets. Nearly \$11 billion in food and agricultural products were exported through Washington ports in 2009, the third largest total in the U.S. (6)

RAILROADS

There are three railroads operating four sets of track in Lincoln County. The Burlington Northern Santa Fe (BNSF) provides Class I mainline service east-west from the east coast through Spokane to Seattle. BNSF and the Union Pacific also provide Class I mainline service from Spokane to the Tri-Cities. These lines pass through south eastern Lincoln County.

The fourth line and probably the most important to Lincoln County's economy is the CW Branch of the Palouse River Coulee City Line, owned by the Washington State Department of Transportation and operated by the Eastern Washington Gateway Railroad (EWG.) The CW Branch traverses the northern portion of Lincoln County, roughly parallel to US 2, as far west as Coulee City with a connection to the BNSF main line at Cheney and is primarily used for shipping grain. It is currently downgraded to a Class III line and the CW Branch needs substantial rehabilitation to restore it to fully-functional Federal Railroad Administration Class 2 status. Further deterioration could mean a repeat of an embargo that occurred in 2005. The resulting increase in transportation costs to farmers made continued farming hard to justify and Lincoln County has seen a 93% increase in the number of acres placed in CRP since that embargo. (7) Not only does that affect Lincoln County's economy, it affects a substantial portion of the state's agricultural export market. Complete repairs are estimated as high as \$64 million with immediate

needs closer to \$12 million. Railcars are currently limited to 263,000 pounds and 12 miles per hour.

AIRPORTS

Lincoln County has three public-use airports, located in Davenport, Odessa, and Wilbur. These airports serve an important function within the overall regional transportation system. They support a variety of general aviation activities including personal and business travel, air ambulance access, flight training, aircraft testing, agricultural aerial application, recreational flying, and other uses. Scheduled commercial air service is not provided at any of the airports and air freight does not make up a significant portion of the traffic.

All three airports are included in the FAA's National Plan of Integrated Airport Systems (NPIAS). (8) The NPIAS identifies more than 3,300 airports, nationwide, that are significant to national air transportation and thus eligible to receive Federal grants under the Airport Improvement Program (AIP). (9) These county airports have performed recent master plan or airport layout plan (ALP) updates that serve as an official inventory of existing airport facilities and provide planning guidance for future airport development. An ALP is required for an airport to receive FAA grant assistance.

The nearest airport offering commercial passenger service is Spokane International Airport, located 32 miles east of Lincoln County.

OTHER MODES

Separate off-road facilities for pedestrian and bicycle use are sparse throughout the region. Efforts to increase the quality and quantity of sidewalks have been made in recent years and, given the light traffic volumes on many of the roadways in the region, bicycle travel is considered a relatively safe activity. Public transportation services are limited. People for People, a non-profit transit service from outside the county, provides paratransit services in Lincoln County to special needs populations and limited intercity service between Coulee Dam, Grand Coulee, Wilbur, Creston and Davenport. Special Mobility Services, a non-profit Medicaid transportation service from outside the county, provides bus services to the general public between Davenport and Spokane. Medical Assistance Administration provides transportation for non-emergency medical visits for Medicaid eligible individuals with no other way to reach an approved medical service.

TRANSPORTATION PLANNING

Lincoln, Adams, Grant and Kittitas Counties make up the Quad County Regional Transportation Planning Organization (QUADCO RTPO) under the provisions of the 1990 Growth Management Act. Membership includes the four counties and the towns and cities lying within them. In 1994 the QUADCO RTPO adopted the initial Regional Transportation Plan (RTP). The current RTP has been approved by biennial review as of January 27, 2011. (10) The main purpose of the RTP is to identify future improvements; determine model priorities; and determine funding strategies to correct transportation system deficiencies.

DEMOGRAPHICS

POPULATION

At 10,570 residents, the Office of Financial Management ranks Lincoln County 35th of 39 counties in Washington State. (11) The 2000-2010 population percent change was 3.8% while the State's percent change was 14.1%. The population was predominantly white (95.2%) and 50% female. 56.7% of the population ranges between ages of 18 years old and 64 years old with 22.1% under 18 and 21.2% 65 and over. Of residents over the age of 25, 91.3% are high school graduates (State average is 89.6%) and 20.3% hold a 4-year college degree or higher. (12)

Of the multiple communities in Lincoln County, eight are recognized by the 2010 US census. These communities are Almira (population: 284), Creston (population: 236), Davenport (population: 1734, largest, and County Seat), Harrington (population: 424), Odessa (population: 910), Reardan (population: 571), Sprague (population: 446), and Wilbur (population: 884). (11) These communities account for approximately half of the County population. The rest of the population (5,081) either lives on farms or ranches or in unincorporated areas including the communities of Seven Bays, Lincoln, and Hanson Harbor along Lake Roosevelt, and Edwall, Lamona, and Irby to the south.

WORKFORCE

According to Employment Security Department statistics for 2011, Lincoln County had a total civilian labor force of 4,770 and an average unemployment rate of 8.5 percent. Lincoln County's unemployment rate fluctuates throughout the year, reflecting seasonal employment, with lows in September or October and highs in January or February. While 2011 employment levels are slightly below peak levels in 2008, they are above early 2000 figures. The average nonfarm labor force in 2011 was 2,760, an increase over 2010. This increase is largely attributed to the Goods-Producing sector, driven by the increase in agricultural production and the strength of agriculture's subsidiary industries. In addition to agriculture support services, the top nonfarm job producers are health care; government; education; construction; biodiesel manufacturing; and green waste recovery. A full profile of Lincoln County's labor force is attached. (13)

HOUSING

According to the U.S. Census Bureau, there were 5,834 housing units in Lincoln County in 2011. Of those units, 4,649 were occupied with the average household at 2.26 persons. Of the 1,185 vacant units, 821 were for seasonal, recreational or occasional use. The homeownership rate for the period 2006-2010 was 78.5%, well above the statewide average of 64.8%. The median value of owner-occupied homes is \$145,000. (14)

PHYSICAL ENVIRONMENT

LOCATION

Lincoln County is located in central eastern Washington State. Of the 39 counties in the state, it is the 7th largest by land area (2,311 square miles). It is bounded to the north by Stevens, Ferry, and Okanogan Counties, the west by Grant County, the south by Adams and Whitman Counties, and the east by Spokane County. Spokane, located in Spokane County, is the nearest core urban area and is the wholesale and retail trade and service center for the 80,000-square-mile Inland Northwest.

GEOGRAPHY

Situated in Washington's north central Columbia Basin, Lincoln County is primarily composed of fertile rolling hills, channeled scablands, and deep canyons descending into Lake Roosevelt (formed by Grand Coulee Dam). Average elevations in the south west are approximately 1500 feet above sea level, rising steadily to the north and east to approximately 2600 feet, before plunging down 1300 foot basalt cliffs to the lake. Average temperatures (Fahrenheit) range from winter time highs and lows of mid 30's and high 20's to summer time highs and lows of mid 80's and high 40's. Average annual precipitation is comparable to the surrounding region, with between 12 inches in the west to 20 inches in the east.

NATURAL RESOURCES

The County's primary natural resources are soil and water. Because of the fertile soil, approximately 73% of county land, 1703 square miles, is in agricultural production. More specifically, 50% of county land (1160 square miles) is dedicated to wheat and barley production while and 20% (443 square miles) supports livestock and pasturing. (3) Lincoln County also includes the northeastern tip of the Columbia Valley AVA Wine Region. Basalt is an abundant resource and commercial mining of basalt is allowed. The Lake Roosevelt National Recreation Area forms the northern boundary of the county. At 154 miles long, Lake Roosevelt is the largest lake in Washington State and contains a large section of the upper Columbia River. It is one of 18 recreation areas managed by the National Park Service whose mission it is to preserve unimpaired the natural and cultural resources of the national park system. (15) Visitation to the recreation area in 2011 was reported by the NPS to be 1,523,474, the largest number of visitors since 1998, and those visitors translate to important tourism dollars for the region. (16)

While it may be home to the state's largest lake, Lincoln County relies heavily on groundwater from the aquifers of the Columbia Basin for residential, commercial and agricultural use. Research indicates that these aquifers are experiencing very little recharge. (17) This will adversely affect thirty municipalities and 30% of the state's total annual agricultural production in as little as ten years if not addressed.

ENVIRONMENTAL POLICY

It is our goal to enhance and protect the unique environment that is Lincoln County. Because of its population, Lincoln is one of ten counties in Washington State that does not plan fully under the state's Growth Management Act. However, the County and its cities and towns are required to maintain policies and development regulations regarding critical areas and natural resource lands. In addition,

Washington State legislates that development will not adversely affect environmentally sensitive areas through the State Environmental Policy Act and the Shoreline Management Act. The State also requires that any entity receiving capital funds through competitive programs for infrastructure and economic development projects adopt a policy to reduce greenhouse gas emissions. A greenhouse gas policy is currently being prepared by the Planning staff of the Land Services Department and will become an attachment to this document upon its adoption.

END NOTES

PUBLIC PARTICIPATION

All citizens of Lincoln County were encouraged to participate in this strategic planning process to ensure that the resulting goals and action plan would be supported by the very citizens it is intended to benefit. Citizen input was collected through a survey and a public presentation of the survey results was held. Another public presentation was held for the economic analysis and a public comment period was held following release of the first draft.

The survey was written in the form of a SWOT analysis to identify Lincoln County's economic strengths, weaknesses, opportunities and threats.

The EDC provided several opportunities for the public to participate in their SWOT survey:

Almira	
Listening Post	16
Billing Inserts	30
Sub-Total	46
Creston	
Listening Post	7
Billing Inserts	30
Sub-Total	37
Davenport	
Listening Posts	44
Billing Inserts	80
Chamber	15
Sub-Total	139
Harrington	
Listening Posts	30
Chamber	4
Sub-Total	34
Odessa	
Listening Posts	44
Chamber	15
Sub-Total	59
Reardan	
Listening Post	11
Billing Inserts	39
Chamber	6
Sub-Total	56
Sprague	
Listening Post	12
Billing Inserts	35
Sub-Total	47

Wilbur	
Listening Posts	67
Chamber	7
Sub-Total	74
Focus Groups	
Wheat Producers	57
EDC Board Members	7
High School Students	183
Chambers - Leaders Only	8
Historic Preservation Commission	8
City & Town Councils	16
TOTAL SURVEYED	771

The community was kept current on the overall progress of the project through a series of press releases in *The Davenport Times*; *The Odessa Record*; and *The Wilbur Register*.

2010	August	EDC Announces Economic Development Plan
2011	December	EWU Students Present Survey Results
2012	February	Gonzaga Joins Project
2012	March	GU Students to Present Results.
2012	May	EDC Receives Final SWOT Analysis
2012	June	EDC Reports on County Sales History
2012	October	First Draft of Economic Development Plan

UNIVERSITY ASSISTANCE

We were fortunate to have assistance with this strategy process from the Eastern Washington University Urban & Regional Planning Department. Planning students authored the survey, held several listening posts, collected all data, performed the preliminary analysis of the survey responses and made recommendations for moving forward. A second group of planning students, this time studying Local Economic Development, contributed to the process by drafting suggested goals and objectives based on the survey analysis. Several of their ideas are incorporated into the action plan. The Lincoln County EDC would like to extend our gratitude to Professor William Kelley for his expertise and guidance and for permitting his students to assist us with our strategy.

Further assistance came from three Gonzaga University MBA students taking a Quantitative & Statistical Analysis class who selected the strategy as their Service Learning Project. They provided a statistical analysis of the SWOT survey results and they examined historic Lincoln County retail sales data and agricultural census data to provide ten year economic growth rates and forecasts

SURVEY RESULTS ANALYSIS

The statistical analysis tools used to evaluate the survey responses were the correlation matrix, regression analysis, and Analysis of Variance (ANOVA). ANOVA was used to determine the significance of each option and the relationship between them. In other words, how accurately the

collected responses (7.3%) reflect the probable response of the entire population. A level of significance of 0.05 was used, meaning that the results show with 95% confidence how the entire county would likely respond. The survey itself had four sections that addressed Strengths, Weaknesses, Opportunities and Threats, each with six options. (18) Survey takers were instructed to choose the two options from each section that they believed to be the most important.

Strengths

Examination of the SWOT Survey results reveals that county residents identify dry land wheat production as the leading strength with 99% confidence by all population groups. It can also be seen that among the entire population Recreation & Tourism, Open Space & Natural Habitat, and Willingness to Work Together form a statistical tie for second.

Opportunities

The potential for value added agricultural products is identified as the leading Opportunity with 95% confidence for the entire population. However, that is not the case when broken down by community. Almira residents and high school students chose Expanded Production of Wheat as the leading opportunity, Creston and Reardan residents chose Business Clusters and Odessa, home to a biodiesel production facility, chose Bio Fuels. This diversity caused a statistical tie for second among all five of the other options with only a 3.8% variance.

Weaknesses

Insufficient Support for Local Businesses and the Lack of Educational Opportunities are a statistical tie for the leading Weakness. Davenport residents and high school students as a group significantly believe that Lack of Educational Opportunities is the leading weakness while Creston, Wilbur, Almira, Harrington and Sprague chose Insufficient Support for Local Business and Odessa chose Long Term Regional Water Supply.

Threats

Outmigration of Younger Population and Declining Population were a statistical tie for first, followed by Costly Government Regulations & Mandates, Reductions in Government Grants & Loans, and Governmental Policies Regarding Agriculture. The community of Odessa chose Regional Water Issues as the leading threat.

The leading survey responses, based on the confidence level when applied to the entire population, are summarized in the following table.

Lincoln County SWOT Survey, Spring 2012		
Category	Description	% of population agreeing
Strengths	Dry land wheat production	38.8%
Weaknesses	Insufficient support for local businesses	25.5% (statistical tie)
	Lack educational opportunities in or after high school	18.5% (statistical tie)
Opportunities	Potential for value added agricultural products (changed or enhanced to increase value)	22.7%
Threats	Outmigration of younger population	21.5% (statistical tie)
	Declining population	21.1% (statistical tie)
	Costly government regulations and mandates required of municipalities	18.0% (statistical tie)
	Governmental policies regarding agriculture	13.5% (statistical tie)

Gonzaga MBA students detailed their evaluation methods and their complete analysis of the survey results in a report produced as their final project. The report provides an insightful look at the county’s residents and their vision of the future. (4)

STATE & FEDERAL LEADERSHIP

It is important that Lincoln County aligns their strategy with Federal & State economic development strategies. The following documents were used as resources during the preparation of this plan.

ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

The mission of the EDA is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. The EDA targets its investment assistance on projects that advance global competitiveness, create jobs, and leverage public and private resources. Their investment priorities include innovation clusters based on regional strengths, clean energy and green technologies, sustainable manufacturing; information technology; and infrastructure. (26)

WASHINGTON ECONOMIC DEVELOPMENT COMMISSION (WEDC)

The WEDC economic development strategy *The Washington Innovation Economy* (2009) (27) focuses on making Washington “...the most attractive, creative and fertile investment environment for innovation in the world...” to achieve global competitiveness, prosperity and opportunity. Emphasis is on talent and workforce development; investment and entrepreneurship; and infrastructure. This strategy

is currently being updated. (28)

WASHINGTON DEPARTMENT OF COMMERCE (COM)

The *2012-2015 Strategic Plan* for the Department of Commerce shares the same vision as the WEDC. Their mission is to grow and improve jobs. COM includes a goal of improving the economic performance of rural areas. The Lincoln County EDC is the designated Associate Development Organization (ADO) for the Department of Commerce and the State Legislature. Therefore, compatible goals are essential. (29)

WASHINGTON WORKFORCE TRAINING BOARD (WTB)

The Washington Workforce Training Board's strategic plan, *High Skills, High Wages 2008-2018*, strives to meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need today. Both the WTB strategy and our strategy recognize clusters as a sector of the economy where workforce and economic development can work together for greater efficiencies. (30)

LOCAL LEADERSHIP

Lincoln County's governmental structure is standardized with the rest of the State. Legislative and Executive powers reside in the three elected County Commissioners.

The Board of Commissioners in place during this planning process were:

Dennis Bly, Representing District #1
Scott Hutsell, Representing District #2
Ted Hopkins, Representing District #3 (2010)
Rob Coffman, Representing District #3 (2011-12)

This economic development strategy was produced by the Lincoln County Economic Development Council (LCEDC.) The Economic Development Council is a 501(c) (3) non-profit corporation that operates exclusively for social welfare purposes specifically related to economic development. (31) Since its formation in 2006, the Economic Development Council has been responsible for coordinating, facilitating and administering economic development on a countywide basis and is Lincoln County's Associate Development Organization for the Washington State Legislature.

The LCEDC is represented by a volunteer Board of Directors comprised of members from both the private and public sectors who recognize the importance of being proactive with regard to the County's economic future. The Lincoln County Economic Development Council Board of Directors in place during this planning process:

Economic Development Council Board Members

Steve Aubuchon	City of Davenport
Gary Green	Town of Wilbur
Ron Groff	Lake Roosevelt
Rex Harder	City of Sprague
Commissioner Scott Hutsell	Lincoln County
Jay Jump	City of Davenport
Jamie Manchester	Lake Roosevelt
Staci Moses	City of Davenport
John Nelson	City of Reardan
Mayor Doug Plinski	Town of Odessa
Robert Smith	Town of Wilbur
Steve Starr	Town of Odessa
Dale Swant	City of Reardan

Economic Development Council Staff

Margie Hall	Executive Director
Joyce Mings	Administrative Assistant
Ben Wyborney	Project Assistant

SUPPLEMENTAL MATERIALS

1. U.S. Department of Commerce Economic Development Administration; Comprehensive Economic Development Strategies Summary of Requirements
http://www.ct.gov/ecd/lib/ecd/CEDS_Flyer_Wht_Background%5B2%5D.pdf
2. 2011 Rank in Nation for Spring & Winter Wheat; USDA/National Agricultural Statistics Service – WA Field Office
<http://www.lincolnedc.org/Wheat-Production-rank-in-nation-2011.xlsx>
3. 2007 Census of Agriculture County Profile: Lincoln WA; U.S. Dept. of Agriculture
http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/County_Profiles/Washington/cp53043.pdf
4. Lincoln County SWOT Survey and Retail Sales Analysis (April 2012)
<http://www.lincolnedc.org/LincolnCo-Survey-FINAL-REPORT.pdf>
5. Washington State Department of Transportation 2011 Annual Traffic Report
http://www.wsdot.wa.gov/mapsdata/travel/pdf/Annual_Traffic_Report_2011.pdf
6. Agriculture – A Cornerstone of Washington’s Economy (2011); Washington Department of Agriculture
<http://www.wheatlife.org/PDFs/126-CropProductionMap2-11.pdf>
7. CRP Enrollment and Rental Payments by County, 1986-2010; U.S. Department of Agriculture, Farm Service Agency http://www.fsa.usda.gov/Internet/FSA_File/historycounty.xls
8. National Plan of Integrated Airport Systems (2010); Federal Aviation Administration
http://www.faa.gov/airports/planning_capacity/npas/reports/media/2011/npas_2011_narrative.pdf
9. Airport Improvement program Handbook (2005); Federal Aviation Administration
http://www.faa.gov/airports/resources/publications/orders/media/aip_5100_38c.pdf
10. Quad County Regional Transportation Plan (2007)
<http://www.co.grant.wa.us/GCPW/QUADCO-RTPO/Regional-Transport-Plan/QUADCO2007RTP-COMBINED.pdf>
11. April 1 Official Population Estimates (2012) WA Office of Financial Management
http://www.ofm.wa.gov/pop/april1/ofm_april1_population_final.pdf
12. Lincoln County QuickFacts; U.S. Census Bureau
<http://quickfacts.census.gov/qfd/states/53/53043.html>
13. Lincoln County Profile: Labor Force & Unemployment (2012); Employment Security Department
<https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/lincoln-county-profile>
14. Lincoln County QuickFacts; U.S. Census Bureau
<http://quickfacts.census.gov/qfd/states/53/53043.html>
15. NPS Overview (2011); National Park Service
http://www.nps.gov/news/upload/NPS-Overview_11-7-2011.pdf
16. Visitor Use Statistics; National Park Service
[https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Visitation%20Graph%20\(All%20Years\)?Park=LARO](https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Visitation%20Graph%20(All%20Years)?Park=LARO) (Table)

- [https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Visitation%20\(All%20Years\)?Park=LARO](https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Visitation%20(All%20Years)?Park=LARO) (Graph)
17. Ground Water Recharge and Supply Evaluation for GWMA Municipalities and Areas Near the East Low Canal Project (2012); Columbia Basin Ground Water Management Area
http://cbgwma.org/index.php?option=com_content&task=view&id=62&Itemid=129
 18. 2010 August Press Release
 19. 2011 December Press Release
 20. 2012 February Press Release
 21. 2012 March Press Release
 22. 2012 May Press Release
 23. 2012 June Press Release
 24. 2012 October Press Release
 25. SWOT Survey
<http://www.lincolnedc.org/LCEDC-SWOT-Survey.pdf>
 26. U.S. Department of Commerce Economic Development Administration <http://www.eda.gov>
 27. The Washington Innovation Economy: New Economic Strategy for Prosperity (2009); Washington Economic Development Commission
<http://www.wedc.wa.gov/Download%20files/WEDCStrategicReportv.2.1.pdf>
 28. Building a World-Class Innovation Ecosystem (2012); Washington Economic Development Commission
<http://www.wedc.wa.gov/Download%20files/2012StrategicPlanDraft.pdf>
 29. 2012-2015 Strategic Plan; Washington State Department of Commerce
http://www.commerce.wa.gov/Downloads/DO/Strategic_Plan_2012_2015.pdf
 30. High Skills, High Wages 2008-2018 (2009); Workforce Training & Education Coordinating Board
<http://www.wtb.wa.gov/Documents/HSHW2008.pdf>
 31. Bylaws of the Lincoln County Economic Development Council <http://www.lincolnedc.org/Li-Co-EDC-BYLAWS-approved-Oct-2010.pdf>