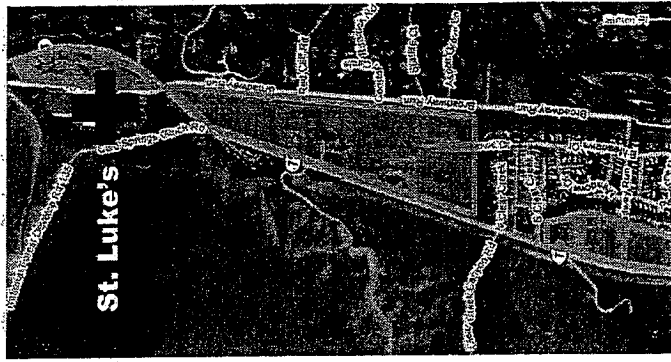


Potential Sites for Mixed Use Medical Development



▪ Action A: Support the assembly and redevelopment of tracts in the South Gateway/McHanville area to support health and wellness sector activities in Blaine County. This area has the potential to evolve into a mixed-use medical and residential district, anchored by St. Luke's Wood River Medical Center. Potential users include small healthcare service providers and private-practice physicians. (See Health and Wellness target industry sector for more information.)

Specific Tasks:

- Meet with St. Luke's Wood River Medical Center and residential and commercial property owners to discuss the concept.
- Establish a comprehensive, formal vision for the redevelopment area as the *healthcare hub* for Blaine County.
- Work closely with residents of surrounding development to set the boundaries and potential restrictive uses for the development.

▪ Action B: Commence pre-planning for the redevelopment of the Friedman Memorial Airport site. Perhaps more than any other potential site, redevelopment of the Friedman Airport site would have the greatest impact on Blaine's economy. This is largely due to the size of the potential acreage and its ability to accommodate a variety of uses, including mixed-use residential, light industrial, commercial, and civic functions.

Specific Tasks:

- Coordinate all tasks with the City of Hailey, which is currently working with a consultant on this action.
- Establish a vision for the redeveloped airport as a future mixed-use center for residential, commercial, educational, and recreational uses.
- Visit other passenger service airports that are currently being redeveloped as mixed-use destinations to better understand the process and potential uses. Two good examples are the former Stapleton International Airport in Denver (www.stapletondenver.com) and the former Robert Mueller Municipal Airport in Austin (www.muellerAustin.com).

LAND USE AND DEVELOPMENT

GOAL 2:



- Continue a dialogue with the Friedman family, who deeded the original 100 acres for the establishment of an airport, to negotiate the potential terms for including their property with the publicly owned acreage in the redevelopment.
- Consider the use of **form-based codes** in the redevelopment of the airport.

▪ **Action C: Leverage Carey's assets to promote industrial development in Blaine County.** Among the few areas in Blaine County that offer sites for traditional industrial activity (i.e., west of the Friedman Airport in Hailey and adjacent to Warm Springs Road in Ketchum), there exists no business parks which provide large acreage tracts to support major users. Much of this dearth can be attributed to relatively high land costs in the upper Wood River Valley. Carey's leadership, however, has demonstrated a strong desire to pursue population and business growth. TIP agrees that this goal should be supported. The community is located at the crossroads of two highways — U.S. 20 and U.S. 26/93 — and offers a relative abundance of flat, developable, inexpensive land.

On the other hand, Carey is located approximately 23 miles from the nearest incorporated municipality in the county (Bellevue) along the most direct route. This distance from the bulk of the county's labor market could pose significant challenges for prospective businesses, until Carey's population increases significantly. Moreover, much of the roadway connection between Carey and the Wood River Valley consists of Gannett Road, a narrow two-lane blacktop that has been reported to test drivers' skills in winter months. Any major increase in traffic would necessitate the roadway's improvement. However, some agricultural interests in the Bellevue triangle have voiced concern regarding potential improvements to the road, as this would detract from the area's rural character and possibly increase development pressures along adjacent properties. The only other alternative is through the intersection of U.S. 20 and State Highway 75, which would require commuters to travel a distance approximately five miles longer than the Gannett Road route.

The lack of access to a labor market could present severe impediments to any potential business developments in Carey. As a result, TIP strongly recommends that Carey's leadership continue to pursue strategies that achieve a balance of both business and residential growth at an incremental pace. Until the community has attained a critical mass of residents and businesses, it is doubtful that Carey will

Form-Based Code

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in Form-based codes, presented in both diagrams and words, are keyed to a *regulating plan* that designates the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the micromanagement and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS) to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, Form-based codes are regulatory, not advisory.

SOURCE: Form-Based Codes Institute.



experience dramatically stronger demands for development. This statement, however, does not diminish the community's potential as a future employment center for Blaine County. Rather, it is an acknowledgement that leveraging Carey's obvious assets for industrial and business development should remain a long-term goal, supported through sustained and carefully calibrated efforts:

Specific Tasks:

- Identify appropriate sites for the development of a new business park in Carey and prioritize list of sites (evaluate infrastructure availability at each site, including electricity, natural gas, water/wastewater, road, and telecommunications). Consider properties located near the intersection of U.S. 20 and U.S. 26/93 as Carey's prime business park development opportunity.
- Consider establishing standards for developments and industrial activities to complement existing residential and business establishments in Carey.
- Commence pre-planning for the eventual development of a business park with consideration for the site needs of Blaine County's target industries in the pre-planning of the park.
- Work with the proposed BDC (see Goal Five), state and county leaders, and other potential stakeholders to identify potential funding sources for the business park. Consideration should also be given to contacting federal and state legislative representatives to solicit support.
- Work with appropriate parties to ensure roadway infrastructure leading to Carey and the potential business park meets future needs.

LAND USE AND DEVELOPMENT

Goal 2:



GOAL THREE > SUPPORT SMALL BUSINESS & ENTREPRENEURS

challenge > Given the size of its working-age population, remote location, and accessibility (especially air travel), it is unlikely that Blaine County would garner success in recruiting large-scale enterprises, either industrial or white-collar. Instead, the county's best opportunities for diversifying its economy are based on strengthening support of small businesses and entrepreneurs, especially those that complement existing sectors or stimulate investment in emerging sectors.

To do this, Blaine County must provide a climate that supports small businesses, encourages startups, and fosters an entrepreneurial spirit. The area does not lack for leadership, as the myriad professional groups and business programs initiated by residents illustrates. Yet, diversifying the county's economy by relying on small businesses and entrepreneurs will not be successful because of the *quantity* of assistance available in the county. Instead, success will stem from support that is strategic, organized, and countywide. No such coordinated, countywide professional development or networking effort currently exists in Blaine.

The prevalence of seasonal and part-time residents poses one of the biggest challenges for Blaine's economy. Yet, it also presents a strong opportunity for stimulating growth and economic vitality. Many of these residents have experience managing successful companies or actively supporting entrepreneurial efforts in their cities of primary residence. Yet, Blaine's economy is not fully benefiting from their presence. The county should, therefore, engage these potential entrepreneurs by providing the physical and social infrastructure they might need. Similarly, many full-time residents live in the area because their jobs allow them to live anywhere. Indeed, half of the top 10 destinations for workers commuting from Blaine County are located in other states. Although their employers may be in another time zone, these freelancers or solo operators contribute to diversifying the county economy. Yet again, Blaine has not fully capitalized on this.

The county must also make retaining existing businesses a priority. Important at any time, this task is even more critical given the current national and global recession. As businesses look to consolidate and lending for startups becomes more elusive, Blaine County must ensure that existing businesses remain in the area. This is not an easy task, as even in good times, area businesses experience difficulty surviving, largely because of trouble recruiting and retaining talent. This task is exacerbated by local demographics. Blaine County's population, while more educated than the U.S. average, is also older. With the large generation of baby boomers nearing retirement, the need to replace them with younger workers becomes even more critical. The difficulty in retaining full-time professionals has ripple effects throughout the economy. For example, a lack of permanent, working-age residents heightens the dependency of local businesses, such as retailers and restaurants, on tourism, which in turn contributes to a lack of economic sustainability.

response > Supporting small businesses and startups should be a priority. The success of these efforts is critical to achieving economic diversity and economic sustainability. Many consider industrial recruitment to be the most important role for the economic development practitioner. We believe, however, that other avenues for economic growth and vitality are just as essential – especially in communities that are lacking some of the key attributes that

Objectives:

- > Increase entrepreneurship and startup activity.
- > Retain and expand existing businesses.

ENTREPRENEURSHIP

GOAL 3



site selectors and recruitment prospects are seeking. In most communities, plentiful economic development opportunities lie closer to home if properly cultivated. "Economic gardening" is the most overlooked – yet often most important – process for stimulating local growth and vitality. Pioneered by the city of Littleton, Colorado, economic gardening is an economic development strategy that focuses on supporting local entrepreneurs and small businesses. Key elements include providing information, infrastructure, and networking or connections for local growth companies.

Blaine County boasts a greater number of self-employed residents – an indicator of entrepreneurial activity – than the national average. The multitude of local professional and business development organizations also points to the prevalence of small business owners and entrepreneurs. To stimulate economic development, the area must aggressively support these individuals and their efforts, as Blaine's success in achieving economic vitality largely hinges on small businesses and entrepreneurs.

Promoting entrepreneurship involves leveraging existing resources in the local business sector – including innovation, financing, know-how, and business and social networks – and matching those resources with investment opportunities. Investigating state and federal funding options, such as the Idaho Fund and federal stimulus dollars, and developing other resources for funding, including an angel investor network, would enable the county to support existing entrepreneurs while building a foundation to attract future entrepreneurs to the area. This could then lead to recognition of Blaine County as an entrepreneurial-friendly environment.

Providing an organized, countywide approach to supporting small businesses and entrepreneurs is essential. Efforts such as professional development and mentoring must be strategic. This will require cooperation among existing organizations. Blaine County should use a highly focused approach to business development efforts – an approach that embraces and reinforces the county's existing economic strengths. The needs of existing employers in Blaine County must not be overlooked. Building awareness of the needs that existing employers have, and developing policies and mechanisms to support local business and industry, is a must. This calls for local leaders to remain mindful of the effects of policy decisions on the needs of area businesses, as well as providing a support structure in which they might thrive. The Workforce Development Alliance is in the process of implementing a community-based regionwide business retention and expansion (BRE) program. The agency has software that will record information gathered during BRE visits and generate reports.

The county would be remiss in its efforts if it does not aggressively seek and capture experience and knowledge from its seasonal, part-time, and full-time residents who have small-business and entrepreneurial experience that could benefit others in the county who are striving to start or maintain small businesses. Retirees should be engaged, as well, as they offer an untapped wealth of business knowledge and often are willing to volunteer their time to mentor others. Having such a support network will help attract and retain talent, particularly young professionals and entrepreneurs in the early stages of their careers. Connecting young professionals in Blaine with other young professionals is critical, too, as it exposes this talent pool to others in the same age range and similar circumstance. Creating more professional jobs by supporting a small business and entrepreneurial climate and attracting professionals to live and work year-round in Blaine will then stimulate other local businesses, particularly retail and restaurants, as the shoulder seasons and slack become less dramatic.

ENTREPRENEURSHIP

GOAL 3



GOAL THREE IMPLEMENTATION TABLE

STRATEGIES & ACTIONS	LEAD ORGANIZATION	TIMELINE >>			
		ONGOING	0-6 mos.	6-12 ms.	1-2 yrs. 3-5 yrs.
STRATEGY ONE >> STIMULATE BUSINESS DEVELOPMENT AND ENTREPRENEURIAL ACTIVITY					
Action A >>> Establish an entrepreneurship program to facilitate startup activity in Blaine County	BDC			X	
Action B >>> Facilitate financing for small businesses, startups, and entrepreneurs	BDC & KETCHUM CDC				X
Action C >>> Foster a countywide environment that embraces and celebrates entrepreneurship	BDC, KETCHUM CDC & JIGSAW				X
STRATEGY TWO >>> SUPPORT THE RETENTION AND EXPANSION OF EXISTING BUSINESSES					
Action A >>> Establish a formal business retention and expansion program	BDC			X	
Action B >>> Establish a program to support retailers, restaurateurs, and other firms adversely affected by slack	BDC			X	

GOAL 3: ENTREPRENEURSHIP



► STRATEGY ONE >> STIMULATE BUSINESS DEVELOPMENT AND ENTREPRENEURIAL ACTIVITY.

Across the nation, economic developers have embraced entrepreneurial development as a means of promoting diversification and stimulating growth. The reason for this interest in entrepreneurs is two-fold: 1) an economic transition in the U.S. that has created more market opportunities for entrepreneurs and 2) the recognition that entrepreneurs can be more deeply rooted in their communities, which increases both their economic and social impacts.

Entrepreneurial activity includes individuals attempting to start new companies or develop new business ideas. It also includes existing firms deciding to invest resources in new business opportunities.

Leveraging existing resources among Blaine County's business community — including innovation, knowledge, research, finances, and business and social networks — and matching those resources with opportunities should form part of the county's overall economic development efforts. Blaine's high quality of life and position as a major tourism and retirement destination should be treated as unique assets for fostering and enhancing a culture of entrepreneurship.

- Action A: Establish an entrepreneurship program to facilitate startup activity in Blaine County. Connecting entrepreneurs with the support structure they need to succeed includes providing information regarding funding options; introducing entrepreneurs to other entrepreneurs in the area; establishing networks with mentors; exposing entrepreneurs to professionals working in their industry; recognizing successes, no matter how small; and making sure entrepreneurs feel valued in the community.

Specific Tasks:

- Establish a local Entrepreneurs Forum where individuals can network and discuss key issues relevant to their efforts.
- Formally meet biannually with current and potential entrepreneurs to better understand issues affecting their business decisions and to provide networking opportunities.
- Develop a countywide mentoring initiative for business development, entrepreneurship, professional skills, leadership, and career advancement.

TRAINING CURRICULA

One popular entrepreneurial training program is FastTrac. Founded by the Kauffman Foundation of Kansas City, Missouri, FastTrac is a boot camp for entrepreneurs. According to the foundation, 70 percent of companies that go through the program succeed beyond three years — the oft-cited threshold by which the majority of small businesses fail. The program can be brought to any town provided there is an organization willing to become certified to teach the program. www.fasttrac.org

Another popular program is NxLevel, a curriculum developed by the University of Colorado at Denver. NxLevel includes seven different curricula tailored for different types of entrepreneurs. Since 1996, more than 80,000 students have participated in NxLevel trainings. A third-party evaluation of the program shows that over 90 percent of business startups that participated in the program were still in business after three years. The program is taught by certified trainers in more than 600 communities in 48 states. www.nxlevel.org

en-tre-pre-neur

(ɔn'tre-pre-nūr, -nōōr') n.

A person who organizes, operates, and assumes the risk for a business venture.

French, from *entreprendre*, to undertake.

SOURCE: American Heritage Dictionary.

ENTREPRENEURSHIP

GOAL 3



- Focus efforts specifically on encouraging entrepreneurship related to target industries.
- Offer entrepreneurship training courses, such as FastTrac or NxLevel, that provide intensive training for potential entrepreneurs.
- Assist entrepreneurs with locating office space, dealing with infrastructure issues, and handling other administrative concerns.
- Ensure county and municipal policies do not hinder entrepreneurial activity.
- Create a countywide innovation and entrepreneurship task force to advise the BDC, or the lead agency charged with implementing entrepreneurship goals.
- Work with Idaho TechConnect (www.idahotechconnect.com) and Kickstand (www.kickstandidaho.com), a Boise-based entrepreneurial network, to incorporate their services into local entrepreneurial efforts.
- Work with local residents who have interest and experience in leading entrepreneurial efforts. For example, Jigsaw, a local nonprofit, provides assistance to local entrepreneurs and small businesses.

▪ **Action B: Facilitate financing for small businesses, startups, and entrepreneurs.** The financing maze can be daunting to even the most seasoned entrepreneur or business owner. Connecting entrepreneurs and small businesses with and providing information about potential funding sources would be an invaluable resource.

Specific Tasks:

- Evaluate the Fund for Idaho (www.fundforidaho.org) for local opportunities.
- Determine viable funding resources for local businesses, startups and entrepreneurs (e.g., angel investors, business development corporation, local revolving loan fund).
- Support the formation of a formal angel investor network to aid entrepreneurs in raising seed capital by providing opportunities for entrepreneurs to present business plans and financing needs to an audience of local investors.
- Investigate the feasibility of creating a community-based revolving loan fund. A revolving loan fund, in which local financial institutions participate, would provide support for higher risk loans (startups and small) while spreading risk for the lenders.
- Sponsor financial literacy courses to educate entrepreneurs and business owners on the various types of financing mechanism, the pros and cons of each, and best practices for using them.
- Encourage local lenders to offer small business financing to assist startups and strengthen their Community Reinvestment Act (CRA) ratings.
- Leverage existing state and federal program that offer business startup assistance (e.g., SBDC).

ENTREPRENEURSHIP

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▪ Action C: Foster a countywide environment that embraces and celebrates entrepreneurship. Cultivating an entrepreneurial spirit countywide involves helping individuals and businesses with structural and tangible concerns, such as securing financing, locating office space, and maneuvering through legal issues. Yet, it also involves social and psychological factors, such as establishing relationships, receiving recognition for one's efforts, and sharing experiences. Blaine's entrepreneurship program should include all of these.

Specific Tasks:

- Continue to support the pursuit of a business incubator grant from the USDA.
- Sponsor an annual awards program for area entrepreneurs to provide an enticing incentive/award for the most innovative concepts and strongest business plans.
- Support the creation of an entrepreneurial program at CSI to teach key entrepreneurial skills in a case-based program.
- Consider developing and/or sponsoring workshops for would-be entrepreneurs. Topic may include developing business plans, raising capital, and managing growth. These may coincide with the Entrepreneurs Forum.
- Encourage entrepreneurship programs in Blaine County schools (e.g., Junior Achievement programs) which might be facilitated by local entrepreneurs and mentors.
- Develop a regional media campaign celebrating local entrepreneurial success stories.
- Explore mechanisms for a "Return to Roots" or "Come Home to Blaine" program to recapture young professionals who grew up in Blaine but now work or attend school elsewhere.
- Provide a stipend or scholarship for students or young professionals pursuing entrepreneurial projects.
- Consult with the Idaho Department of Commerce, the U.S. Department of Labor (which provides Workforce Innovation in Regional Economic Development grants), and other agencies and organizations that provide funding and support for entrepreneurial activities.

► STRATEGY TWO >> SUPPORT THE RETENTION AND EXPANSION OF EXISTING BUSINESSES.

Stimulating economic growth in Blaine County is not just about fostering startups and bringing new business to the county. A fundamental component to developing economic vitality in Blaine County includes keeping and growing those businesses that already are already established in the area. Indeed, ensuring the continued prosperity and survival of local employers is crucial to sustaining a healthy economy.

Simultaneously, an awareness of existing local business' needs for remaining competitive in their respective industries is also a must. In other words, Blaine County and the area's leadership should remain vigilant and responsive to the various issues that affect the profitability and competitiveness of existing employers.

▪ Action A: Establish a formal business retention and expansion (BRE) program. A BRE program can help solve immediate or short-term problems, while also working toward the long-term goal of enhancing the competitiveness of local businesses. Through the BRE program, the county should assess the needs of and identify the barriers faced by local businesses trying to survive and grow in Blaine. This program should assist with the tools and information businesses need to address in their expansion efforts, including site location, state and local incentives, workforce development, statistical and demographic information, and business development.

Specific Tasks:

- Develop and maintain a comprehensive inventory of existing businesses.
- Place periodic calls with existing businesses to understand challenges local businesses are facing and to uncover potential expansion opportunities.
- Raise awareness of available technical and financial assistance programs, including workforce development and incentive opportunities.
- Consider establishing a formal internship/apprenticeship program to aid in the transfer of vocational students to entry-level positions among existing local employers and/or targeted sectors.
- Consult with the Workforce Development Alliance to identify ways its BRE efforts can complement a locally managed BRE program.

▪ Action B: Establish a program to support retailers, restaurateurs, and other firms adversely affected by "slack." These businesses play an essential role in Blaine's economy, from enhancing visitors' experiences to providing residents with the quality-of-place amenities they need. Enhancing their year-round sustainability will lead to a healthier countywide economy.

Specific Tasks:

- Survey consumers (residents and tourists) to determine their shopping patterns and retail needs, as well as their perceptions of Blaine County.
 - Meet with existing retailers to better understand their product offerings, customer profiles, store traffic, as well as their needs and challenges in their present locations.
 - Provide ongoing business workshops and seminars for existing retailers and restaurateurs to communicate a common interest in the retailers' continued growth and success in Blaine County.
- Retail Opportunity Workshops should also be held for those entrepreneurial-minded persons interested in opening a retail business in Blaine.

ENTREPRENEURSHIP

GOAL 3



GOAL FOUR > ESTABLISH A DESIGN INSTITUTE TO BUILD ON EXISTING AND EMERGING ECONOMIC SECTORS

challenge > Blaine County is rife with entrepreneurial potential. The area has considerably more self-employed residents than the national average. Self-employment – an indicator of entrepreneurial activity – accounted for 42 percent of Blaine’s total employment growth between 2001 and 2006. Yet, the county has not seized opportunities to translate this entrepreneurial potential into economic growth.

The area can boast a number of homegrown successful businesses, including Power Engineers, SCOTT USA, Smith Optics, Eye Safety Systems, Sun Valley Bronze, and Rocky Mountain Hardware. And, many seasonal, part-time, and full-time residents run successful small businesses or are successful entrepreneurs. However, the presence of these entrepreneurs and Blaine-bred businesses has not led to the deepening of local clusters or recognition of the area as a center for innovation. Instead, many area businesses – particularly home-based businesses – run autonomously and independent of each other, with few ties to and investment in the region.

While challenges to attracting and retaining talent plays a part in this, lack of a countywide mechanism to stimulate entrepreneurial activity and spur local innovation contributes heavily. Telecommunications infrastructure, including high-speed Internet service and unreliable cell phone coverage, plus the absence of home postal delivery in Sun Valley, are cited by local home-based business owners as substantial obstacles to conducting business in Blaine County. As a result, the area is limited in its current ability to support existing and emerging economic sectors that could contribute to the county’s overall economic vitality.

Blaine also has limited higher education opportunities, which are essential to fostering entrepreneurship, small businesses, a talented workforce, and a diverse, sustainable economy. The College of Southern Idaho (CSI) maintains a campus, housed at the Community Campus in Hailey, where students can work toward an associate degree and gain career skills. However, CSI’s presence in Blaine County does not include a significant research component, which is fundamental in developing entrepreneurship and encouraging economic growth. To stimulate local innovation on a deeper level, additional higher education options must exist in Blaine beyond the limited academic and enrichment courses and curricula currently offered.

OBJECTIVES:

- Establish Blaine as a recognized center for research and innovation.
- Develop a larger presence of higher education in the area.
- Attract world-class researchers and innovators.
- Stimulate professional employment and entrepreneurial activity.

response > To harness Blaine County's latent economic potential through innovation and entrepreneurship, TIP recommends the establishment a center of excellence for design. This institute should act as a catalyst for both existing and emerging economic sectors and enterprises to stimulate innovation in product development and design.

A wide range of Blaine County businesses and residents are already heavily involved in design among a wide range of activities. The proposed design institute's mission would be to foster innovation in local sectors through cutting edge design. Already, the area is blessed with a deep pool of design-related talent, ranging from architects and engineers to home furnishings and sports equipment designers. Four sectors in particular seem to have local strength. These include: 1) sports equipment and related apparels/products (SCOTT USA, SCOTTEVEST, Smith Optics, Eyes Safety Systems); 2) building and real estate (Rocky Mountain Hardware, Sun Valley Bronze, architects, green and traditional builders, and interior designers); 3) gallery industry and associated visual artists; and 4) electrical and mechanical engineering (Power Engineers and Galena Engineering).

A critical component of the institute's success will rest on leveraging the "Sun Valley" brand – the institute's focus and work must tie into the brand through the support of existing and emerging sectors. Working with local businesses and residents, the institute would create a climate of cross-sector cooperation and help them remain competitive in their respective consumer markets. Indeed, the establishment of this institute could reinvigorate, leverage, and export the "Sun Valley" brand by incorporating it into their myriad products and services and establishing a recognizable local aesthetic.

Achieving this goal would serve four strategic objectives. First, it would deepen existing local clusters by initially tying the institute to existing industry sectors, providing the potential for more immediate economic impact. Second, after the institute has traction and has attracted funding, its focus could expand to support research for innovative design. Next, creating an institute would bring additional design-related talent to Blaine County. This advances the institute's purpose, adds broad-based credibility, links the institute to established networks, increases the potential for additional economic activity, and creates professional jobs in the county. These lead to the fourth objective, heightening the county's visibility as a center for design innovation. Ultimately, achieving these four objectives would result in a more sustainable countywide economy by attracting talent, creating jobs, and leading to a more competitive economy.

SECTOR LINKAGES FOR DESIGN INSTITUTE:

- Sports Equipment
- Green Building
- Clean Energy

Design

"Design" encompasses a variety of product developments and process improvements in a wide variety of sectors. Prominent among these is industrial design, which incorporates both function and form and considers the connection between product and the user.

Industrial designers do not design the gears or motors that make machines move or the circuits that control movement. However, they can affect technical aspects through usability design and form relationships. Typically, they partner with engineers and marketers to identify and fulfill needs, wants, and expectations.

SOURCE: Includes Wikipedia.



GOAL FOUR IMPLEMENTATION TABLE

STRATEGIES & ACTIONS	LEAD ORGANIZATION	TIMELINE >>			
		ONGOING	0-6 mos.	6-12 ms.	1-2 yrs. 3-5 yrs.
STRATEGY ONE >> LAY THE GROUNDWORK FOR THE ESTABLISHMENT OF AN INSTITUTE					
Action A >>> Engage the local businesses, stakeholders, and the community at large to build support for the center.	BDC				X
Action B >>> Determine the long-term focus for the Institute.	BDC				X
Action C >>> Plan for the institute's education functions.	BDC				X
STRATEGY TWO >> TARGET STATE, FEDERAL, AND PRIVATE FUNDS TO SUPPORT THE RESEARCH INSTITUTE					
Action A >>> Pursue public- and private-sector funding opportunities to establish and operate the Institute.	BDC				X
Action B >>> Establish a development office within the Institute to pursue ongoing public and private grant opportunities.	BDC				X

goal 4:
INSTITUTE



➤ STRATEGY ONE >> LAY THE GROUNDWORK FOR THE ESTABLISHMENT OF AN INSTITUTE.

The area should determine a course of action for the establishment of the institute. This should include engaging local businesses to achieve feedback and buy-in for the concept of a design institute.

- Action A: Engage the local businesses, stakeholders, and the community at large to build support for the center. Because a primary goal of the institute is to bring economic development, including supporting local businesses and increasing awareness of the region, achieving community support is vital to establishing a research institute.

Specific Tasks:

- Meet with local industry to pursue their support for an institute and its research activities.
- Meet with elected leaders from Blaine County and the five municipalities in the county to discuss the institute's purpose, potential operations, and role within the community.
- Solicit input from local business organizations, community groups, and residents - both full- and part-time - regarding the institute's mission and presence in the county.
- Communicate with legislative, higher education, and economic development leaders at the state level about establishing the institute.
- Determine a strategic location for the institute that provides convenience for local industry and research partners, as well as maximizes its impact in the community.

- Action B: Determine the long-term focus for the institute. At least in its initial stage, the institute should be tied to design. This allows the institute to gain traction in the short term by tapping into existing, proven businesses, sectors, and individuals. The industry focus of the institute should leverage the existing "Sun Valley" brand by being a natural fit with the county's economic strengths and goals.

Specific Tasks:

- Work with existing local employers to determine their current research activities, future research needs, and how they could benefit from the research institute.
- Encourage and support the spin-out of products and research from existing industry.
- Facilitate the development of patents and other intellectual property.
- Serve as a mini-incubator for promising startup ventures.

institute
key elements

- Leverages existing industry
- Leverages existing brand
- Create jobs
- Attracts private investment
- Gains local support and engages public agencies
- Tied to state and federal funding

INSTITUTE
GOALS



- Action C: Plan for the institute's education functions. Education is closely tied to innovation and research and should be a core component of the institute.

Specific Tasks:

- Discuss the role of higher education at the institute with CSI and other institutions of higher education.
- Provide a multidisciplinary learning environment that encompasses engineering and business.
- Work with public and private K-12 schools in the county to integrate students into the institute's activities through methods such as internships.
- Determine visiting lecturers or public events to be held at the institute during the center's initial 12 months to build credibility among industry experts, draw awareness to the institute's establishment and mission, and garner support from the community.
- Promote the institute at conferences and other events tied to the institute's industry focus.
- Promote internship opportunities with the institute at graduate programs related to the institute's industry focus.

➤ STRATEGY TWO >> TARGET STATE, FEDERAL, AND PRIVATE FUNDS TO SUPPORT THE RESEARCH INSTITUTE.

Equal in importance to clearly defining the institute's mission and research focus is the issue of the institute's funding. While community support is essential to the institute's success, establishing and operating a respected, productive, and thriving institute will not be possible without funding from sources beyond Blaine County.

- Action A: Pursue public- and private-sector funding opportunities to establish and operate the institute. To gain traction, recognition, and money needed to set up and run the institute, funding support from sources beyond Blaine County should be aggressively pursued from state, federal, nonprofit, and private sources.

Specific Tasks:

- Pursue grants and sponsorship by state, national, and international foundations dedicated to subject matters related to the institute's research areas as well as general research and economic development.
- Investigate potential partnerships with existing research organizations, including public agencies, private businesses, and institutions of higher education.
- Evaluate I-Cubed (Invest Idaho Innovations LLC – see Idaho Department of Commerce) for potential funding or grant opportunities.

GOAL 4
INSTITUTE



▪ Action B: Establish a development office within the institute to pursue ongoing public and private grant opportunities. Funding the institute's operations and research efforts is a nonstop task and, thus, a permanent, appropriately staffed development office is critical to ensuring ongoing financial support of the institute and its mission.

Specific Tasks:

- Regularly network with state and regional organizations related to the institute's focus area as well as general research, such as the Idaho Innovation Council (see Idaho Department of Commerce).
- Actively participate in conferences, meetings, and online forums dedicated to research and innovation funding. For example, the Idaho Innovation Council has a LinkedIn group that is a tool for expanding the discussion about how to enable, support, and enhance economic development in Idaho by leveraging innovation in all industry segments.
- Offer institute memberships to businesses and individuals that allow these members to receive information about the institute's research, upcoming seminars and lectures, and other events.
- Establish a program of annual awards issued by the institute to recognize local innovation and successes to raise awareness of the institute's research and to serve as fundraising events.



GOAL FIVE > ORGANIZATIONAL STRUCTURE

challenge > This plan is only a beginning for Blaine County. The issues that the county faces today did not form overnight. In some cases, they have been building for decades and are the results (either intended or unintended) of past decisions. The area's economic development efforts are still in their infancy. As such, the county and its allies should focus on managing expectations around this planning effort. While immediate action can be taken on many of the recommendations in this economic strategy, overall success hinges on sustained efforts leading to long-term opportunities. Diversifying the economy through high-quality development is a multistage process.

OBJECTIVES:

- Raise internal awareness and support.
- Establish an economic development program.
- Develop tools and resources.

The strategies and actions of this plan are designed to stimulate private investment in Blaine County. In addition, several recommendations in the plan reach beyond the traditional realm of economic development. These will require the support of partners from both the public and private sectors to ensure overall success. It is, therefore, of critical importance for partnerships and joint ventures to support the plan's implementation.

From an organizational standpoint, Blaine County's biggest challenge is the lack of a single economic development focus. Cities, chambers, advisory boards, and other parties have exerted influence over business investment decisions in the county — but without a countywide perspective. As should be expected, these multiple entities serve varied, and often competing, constituencies.

response > Blaine County needs an economic development organization that represents the entire county. It must be supported by the county commissioners, the municipalities, and existing organizations. Currently, no organization is positioned to communicate the importance of economic vitality overall. A common vision driving investment in the county requires a central, focused, and committed entity.

We recognize, however, that creating an effective economic development organization is no easy task. Too often, efforts are complicated by existing entities with overlapping missions — none of which may have adequate funding to carry out its duties. Alternatively, the lead organization may be understaffed, underfunded, or uncertain of its mission. Failure to address these concerns will dramatically decrease the ability to operate successfully.

Organizational issues arise in virtually any planning effort, particularly with a subject as far-reaching as economic development. This plan is no exception. Its purpose is to provide the county and Sustain Blaine with specific guidance regarding the commitment of resources for ensuring economic vitality. However, some issues raised in the plan affect other organizations and will require a coordinated approach. These issues are raised here — even though they may be outside the direct purview of Sustain Blaine — because we view them as central to the county's economic future.

ORGANIZATION & COLLABORATION

GOAL 5

In this admittedly sensitive area, TIP recommends a commitment of resources to implement this plan. In arriving at this recommendation we have considered the ways in which economic development organizations should be assessed:

- The **authority** by which they conduct economic development.
- The **funding** that allows the organizations to carry out that authority.
- The organization's **relationship** to other entities in the county.
- The **capacity**, including staffing and other resources, to execute a plan.

authority > Blaine County has no formal economic development authority. Various organizations have carried some of the responsibility, including the Wood River Economic Partnership, the Sun Valley/Ketchum Chamber, the Ketchum CDC, the Hailey Chamber, and Sustain Blaine. They are not, however, representatives of the county as a whole. We recommend that a new organization – the Blaine Development Corporation (BDC) – be created. The authority for this group will be vested by the county and the municipalities, and will be endorsed by other organizations throughout the county. Sustain Blaine should lead the charge to establish the BDC and should act as a transitional body until the BDC is up and running.

funding > Current funding under Sustain Blaine is insufficient to catalyze the plan. As a consequence, a funding initiative should be launched as early as possible. Sources to consider include:

- funding from the cities and the county
- private funding (corporations and individuals)
- regional initiative (cooperative agreements)
- foundations

Economic Development functions

Economic development organizations are expected to perform some, or all, of the functions listed below. Checkmarks (✓) indicate areas of special emphasis. They are based on the orientation of this plan and are, in varying degrees, essential if action is to be taken.

- marketing and recruitment (targeted industries) ✓
- business advocacy ✓
- business expansion and retention (targeted industries) ✓✓
- financial incentives (loan fund) ✓✓
- real estate disposition and improvements ✓✓✓
- land and buildings ✓✓
- bonding authority
- infrastructure improvements
- workforce and professional training ✓
- business startup support ✓✓

ORGANIZATION & COLLABORATION

GOAL 5



- state and federal

A capital campaign should, of course, include all of the above options. Regardless of the options pursued, implementation of the plan will require a significant investment over an extended period of time.

relationship > A key consideration is clarity of mission across all organizations. This is what marks the strongest economic development efforts. In addition to Sustain Blaine, there are a number of groups with some relationship to economic development (see box on the previous page).

While it is not within the realm of this plan to address these organizations directly, we recommend that the Wood River Economic Partnership, the Sun Valley/Ketchum Chamber, and the Hailey Chamber play an active role in a new economic development organization. In order to sharpen the focus of economic development, we recommend: 1) creating formal interlinking board memberships and 2) engaging in joint promotions whenever feasible.

capacity > The current lack of staffing for economic development makes it difficult to address the many strategies identified in this plan. TIP recommends that the new organization operate with an executive director, supported by a marketing manager with responsibility for business development. This director should be supported by a marketing/administrative assistant.

The real estate and infrastructure needs of land development require additional support. While the means to accomplish this does not have to result in additional staff, resources must be committed. To this end, a real estate task force should be formed. The task force should consist of the new economic development director, two board members, one private developer, and one financial consultant.

ORGANIZATION & COLLABORATION

Goal 5:



GOAL FIVE IMPLEMENTATION TABLE

STRATEGIES & ACTIONS	LEAD ORGANIZATION	TIMELINE >>				
		ONGOING	0-6 mos.	6-12 ms.	1-2 yrs.	3-5 yrs.
STRATEGY ONE > BUILD AWARENESS AND RAISE SUPPORT FOR ECONOMIC DEVELOPMENT EFFORTS.						
Action A >>> Leverage existing events, leadership programs, and relationships to serve as a vehicle for communicating economic development efforts.	SUSTAIN BLAINE	X				
Action B >>> Identify areas of collaboration for economic development.	SUSTAIN BLAINE		X			
Action C >>> Celebrate successes in economic development.	SUSTAIN BLAINE			X		
STRATEGY TWO > CREATE AN ORGANIZATION TO LEAD COUNTY-WIDE ECONOMIC DEVELOPMENT EFFORTS.						
Action A >>> Establish the Blaine Development Corporation as the formal economic development organization for the county.	COUNTY & CITIES			X		
Action B >>> Provide the necessary funds for the BDC to conduct its mission.	BDC			X		
Action C >>> Define the necessary relationships to ensure the BDC's success.	BDC			X		
Action D >>> Build capacity within the BDC.	COUNTY & CITIES			X		

ORGANIZATION & COLLABORATION

Goal 5:



➤ STRATEGY ONE >> BUILD AWARENESS AND RAISE SUPPORT FOR ECONOMIC DEVELOPMENT.

This economic development strategic plan offers a host of strategies and actions that the BDC should undertake to stimulate private investment activity. Several recommendations in the plan reach beyond the traditional realm of economic development and will require support of partners from both the public and private sectors to ensure the plan's overall success. TIP also encourages Sustain Blaine to develop a public relations campaign to build countywide support in anticipation of the BDC's establishment.

▪ Action A: Leverage existing events, leadership programs, and relationships to serve as a vehicle for communicating economic development efforts. Influencing local perceptions of economic development efforts will be critical to the success of this plan. The county's public- and private-sector leaders can have the greatest impact on how Blaine County is viewed from the outside. For example, executives, residents, and second homeowners travel frequently and can serve as Blaine County's best, or worst, marketing channel. If locals understand Blaine County's assets and speak positively about local opportunities, this will have an impact equal to that of any traditional external marketing campaign.

Specific Tasks:

- Identify business leaders and other key individuals who can influence investment in Blaine County.
- Meet quarterly with key individuals and other decision makers to provide opportunities for discussions and input regarding progress on improving Blaine County's business climate.
- Continue to support the enhancement and expansion of existing programs that identify and prepare young professionals for future positions of leadership in Blaine County.
- Assist in the development of targeted networking opportunities (e.g., evening and weekend functions) for young professionals living and working in Blaine as a way of identifying emerging community and business leaders and enlisting their support.
- Establish a CSI leadership series to link local retirees with professionals.

▪ Action B: Identify areas of collaboration for economic development. Momentum towards economic development must be sustained. As a result, dialogue among the county, its constituent municipalities, and others who might influence investment, should continue. Prior to the establishment of the BDC, these parties should come to a common agreement regarding the implementation of the plan.

ORGANIZATION & COLLABORATION

Goal 5



- Action C: Celebrate successes in economic development. Recognizing achievement is critical to raising awareness of the importance of economic development. While there are undoubtedly a number of public functions in Blaine County in which a recognition event could be held, TIP recommends the establishment of a separate meeting in which the state of the area's economy holds center stage.

Specific Tasks:

- Establish an annual countywide *Economic Development Summit* to keep the county's leadership and citizens updated on opportunities and challenges in Blaine County, including local, regional, and national economic trends and other business climate issues (e.g. local taxation, planning initiatives, business announcements). As part of the annual summit event, include recognition of individuals, businesses, and/or organizations that have had the most significant impact on Blaine County over the previous year. Invite regional brokers, retailers, and developers to this forum.
- Use the annual *Economic Development Summit* as a means for celebrating local economic development successes.

➤ STRATEGY TWO >> CREATE AN ORGANIZATION TO LEAD COUNTYWIDE ECONOMIC DEVELOPMENT EFFORTS.

Currently, Blaine County has very little capacity to conduct basic economic development activities or implement this strategy. As a result, TIP highly recommends the establishment of the BDC to implement this plan. In addition to the establishment of an economic development organization, TIP recommends Sustain Blaine formally adopt the plan. After doing so, Sustain Blaine should encourage the county, its constituent municipalities, and other local nonprofit organizations to adopt the plan as well.

- Action A: Establish the BDC as the formal economic development organization for the county. Blaine County has no formal economic development authority. Various organizations have carried some of the responsibility, including the Wood River Economic Partnership, the Sun Valley/Ketchum Chamber and Visitors Bureau, and the Hailey Chamber of Commerce. They are not, however, representatives of the county as a whole. We recommend that a new organization – the BDC – be created. The authority for this group will be vested by the county and the municipalities, and will be endorsed by other organizations throughout the county.

The BDC can be formed only through the commitment of Blaine County and its municipalities. These elected officials must endorse this organization's structure. Sustain Blaine should lead efforts establish the BDC by shepherding the establishment of this countywide organization through the appropriate agencies and organizations. In addition, Sustain Blaine should act as a transitional body until the BDC is up and running.

- Action B: Provide the necessary funds for the BDC to conduct its mission. Without significant resources (financial and otherwise), it is unlikely that Blaine County will achieve noteworthy economic development success. As a consequence, a funding initiative should be launched as early as possible. One example is

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the Business Plus Model developed by the Southern Idaho Economic Development Organization (www.business-plus.org and www.southernidaho.org).

- **Action C:** Define the necessary relationships to ensure the BDC's success. A key consideration is clarity of mission across all organizations. This is what marks the strongest economic development efforts. In addition to Sustain Blaine, there are a number of groups with some relationship to economic development.
- **Action D:** Build capacity within the BDC. The current lack of staffing for economic development makes it difficult to address the many strategies identified in this plan. TIP recommends that the new organization operate with an executive director, supported by a marketing manager with responsibility for business development. This team should be supported by a marketing and administrative assistant. In addition, the board of directors for the BDC should include the county commissioners and the mayors from each of the municipalities. Board members should include one representative from each of the following: Sustain Blaine, WREP, Sun Valley/Keetchum Chamber and Visitors Bureau, Hailey Chamber, Airport Board, hospital, College of Southern Idaho. Finally, the board should include one local developer and two private individuals who are unaffiliated with any of the above groups.

A *real estate task force* – consisting of the new economic development director, two board members, one private developer, one financial consultant, and one licensed realtor – would assist the BDC with the real estate and infrastructure needs of land development. The purpose of the task force would be solely to provide information to and advise the BDC. The task force would have no powers. It simply provides the BDC with informed, up-to-date knowledge about land-related issues in Blaine County.

ORGANIZATION & COLLABORATION

Goal 5:

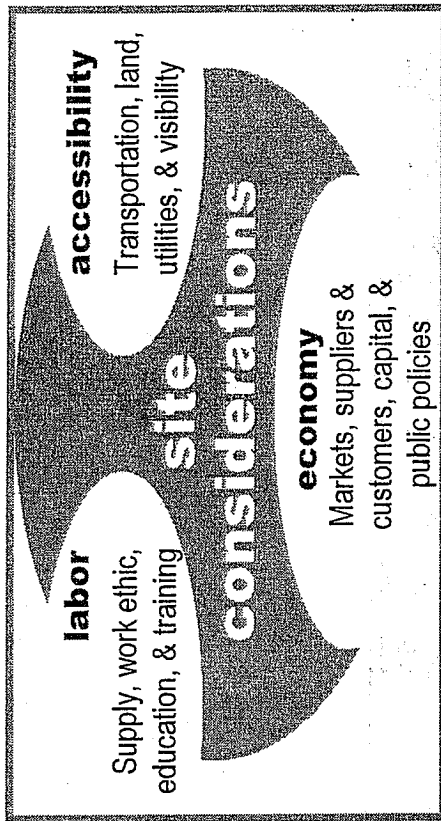


appendix

This appendix includes target sector descriptions and benchmarks for Blaine County.

TARGET SECTORS

The selection of target sectors is traditionally bound to an assessment of only a few determinant factors, such as access to an available workforce, industrial sites, and incentives. Our target sector recommendations are not based solely on these factors, but also on conversations with business leaders to better understand potential opportunities and challenges that might not be identified from secondary data sources alone. TIP also brings to bear its understanding and appreciation of broader socioeconomic trends such as consumption patterns/consumer spending, emerging markets/international trade, and demographic shifts/aging workforce to better understand long-term recruitment and development prospects within emerging economic sectors. Finally, TIP also strongly took into consideration how the following targets fit within the overall framework of the strategic plan and how they will affect Blaine County's sustainability while also leveraging the Sun Valley brand.



In sum, TIP identified target sectors for Blaine County using a three-pronged approach: *quantitative, qualitative, and strategic.*

Methodology > TIP determined that the following targets represent the best (both long- and short-term) opportunities for the Blaine County's economic development efforts. We believe these represent the best opportunities for business startup, retention, expansion, and attraction activities. These sectors are selected for their ability to serve a dual purpose: 1) to bolster and diversify Blaine County's economy over the short term by taking advantage of existing assets and 2) to provide a pathway to sustained economic vitality over the long term.

Selection Rationale > While an implicit goal of economic development is to increase local employment, Blaine County's leaders should also strongly consider other factors in the determination of target sectors and specific employers, including increasing the local tax base (sales and property); protecting and enhancing the county's economic sustainability; and the ability to enhance and leverage the brand.

TARGETS



Targets > The following list of target industries represents what we believe are some of the best opportunities for business retention, expansion, and attraction activities in Blaine County.

- **DIVERSIFIED TOURISM**, including retail, arts, recreation, entertainment, history/heritage activities, and leisure activities
- **CLEAN TECH**, including green building and clean energy
- **HEALTH & WELLNESS**, including healthcare, recreation, sports training, physical rehabilitation, and related business activities (e.g., life sciences, research and development, etc.)
- **AGRICULTURE**, including organics and additional options for large-scale agriculture.

TARGETS



RETAIL, ARTS, RECREATION, & LEISURE > INDUSTRY TRENDS

The retail trade and leisure sectors have been among the leading national job creators during the last several years, driven by increased consumer spending and population growth, especially in locations with natural and/or man-made amenities. While these industries are not known for offering high-wage jobs, they remain important to local government for their contributions to sales.

In addition, retail and leisure are increasingly being viewed as amenities that a community can not do without. When searching for a new home, potential residents (both singles and families) strongly take the available shopping in an area into consideration. As a result, employers — who are interested in retaining and recruiting workers — have come to realize the importance of retail and leisure amenities. Similarly, the Arts can play a major role in building and sustaining economically vibrant communities. Arts organizations provide jobs, contribute to downtown revitalization, and attract tourists. Having a strong arts sector can complement recreation and leisure sectors, as well.

Retail and leisure amenities also strongly influence the attraction of visitors and, eventually, retirees. Increasingly, communities are coming to realize the potential for linking these two groups. Over time, a tourist who frequently visits a place begins to adopt a notion of brand loyalty for that community or destination which can, in turn, strongly influence retirement location decisions. Today's retirees are much more affluent than past generations and are more likely to increase consumer spending in the area, especially increasing demand for the region's health care economy. The leading edge of baby boomers is set to retire in the coming years, but analysts expect the nature of their retirement to be distinctly advantageous as they are anticipated to be more active community participants and more likely to start new business enterprises.

SITE SELECTION CRITERIA

- Access to population/consumers
- Quality of regional transportation network, especially interstate and airport
- Retail sites with high visibility
- Diversity of retail base
- Access to natural (e.g., lakes, national parks etc.) and cultural amenities (e.g., fine arts, performing arts, historical attractions) and other tourism destinations
- Concentration of hotels and restaurants
- External image of the region

DEFINITION

The retail trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Destination retail refers to those stores that attract customers regardless of the location, as opposed to a business that relies on convenience of location for its customers. In other words, these retailers do not solely rely on a local market but have the ability to bring in customers from a larger retail area and can therefore serve to bring in outside dollars to a community.

The leisure trade sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises 1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; 2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and 3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby and leisure-time interests.

RETAIL, ARTS, RECREATION, & LEISURE (cont'd) >

RATIONALE

- Increase visitor spending and sales taxes in Blaine County.
- Strengthen the status of the county's downtowns as destinations for entertainment, culture, boutique shopping, fine dining, and the Arts.
- Assist in leveraging the Sun Valley brand.
- Linkages with health and wellness cluster development, especially in regards to outdoor recreation and healthy lifestyles.

STRATEGIC CONSIDERATIONS & RECOMMENDATIONS

- Continue to support redevelopment and revitalization activities in and around the downtowns, including the consideration for the establishment of a designated entertainment district.
- Continue to support the arts.
- Consider conducting a retail leakage study to determine niches for targeting.
- Market Blaine County's outdoor recreational assets and other fitness and wellness amenities.

NICHE OPPORTUNITIES:

- Baby boomer retirees/boomers (people in their 50s, 60s & 70s who want to remain socially and culturally engaged and active)
- Specialty retail boutiques in downtowns
- Cultural (recreational) and entertainment promotions
- Outdoor recreation, including: biking, ecotourism, fly fishing, golfing, horseback riding, snowboarding, etc.

TARGETS



DEFINITIONS:

Green building refers to the design, manufacture and marketing of materials that promote efficiency and environmentally friendly technologies. Activities include the research and development of materials and systems, manufacture of building components, and final assembly of complete systems. Some definitions are also stretched to include building systems such as concrete, modular and panelized products. In addition, "integrated" building systems tend to use a greater degree of information technology in the design and operation of new homes and commercial buildings.

Innovative technologies in the energy sector usually involve renewable or "sustainable" sources of fuel but may also include applications to harness the potential of fossil fuels in much cleaner ways. These power sources most commonly associated with "clean energy" potential include solar, wind, biomass, energy from waste, fuel cells, alternative batteries and hybrid engines. The R&D, manufacture and deployment of these types of innovations is grouped under the broadly defined category of energy technology.

CLEAN TECH (green building & clean energy) >

INDUSTRY TRENDS

GREEN BUILDING > As climate change emerges as a major policy priority, it is also rising as a priority for businesses seeking to capitalize on sustainability issues for profit as much as for their public image. Businesses increasingly find that "greening" the construction sector provides significant bang for the buck. In Britain, for example, construction and real estate-related activities make up just 10 percent of the economy, but these industries are responsible for half of the country's greenhouse gas emissions. This has prompted property investors and developers to take a more serious look at sustainable building techniques and "green building" materials. In the U.S., the U.S. Green Building Council's LEED (Leadership in Energy and Environmental Design) certification program has quickly gained acceptance. LEED certification is now actively sought by many developers as well as buyers and tenants. About 6 percent of commercial buildings constructed in the U.S. now apply for LEED certification and this percentage is expected to rise in the coming years. Similarly, the Energy Star Program, a joint venture between the U.S. Environmental Protection Agency and the U.S. Department of Energy, has a certification process for new homes that meet strict energy efficiency guidelines. The program has developed energy performance rating systems for commercial and industrial building types and manufacturing facilities. In 2006, about 12 percent of new homes in the U.S. were built to Energy Star guidelines. Developers and investors do this for profit as well as for environmental reasons. Because energy accounts for one-quarter to one-third of a commercial structure's operating expenses, reducing those costs can be a powerful incentive. As the trend toward sustainable building techniques and green building materials diffuses to more developers, investors, and individuals, the burgeoning market for green building products is poised for growth.

CLEAN ENERGY > The recent emergence of global warming as a serious political issue in the U.S. coincides with a major spike in energy prices and deregulation of many state electricity markets. This perfect storm of events has created enormous interest in environmental technologies. As recently as 1999, energy technology accounted for less than 1 percent of U.S. venture capital (VC) investments; by 2006, more than 9 percent of all VC investments were in this niche. And it is not just investors who are paying attention. Large corporations from Wal-Mart to Dell now plan significant steps toward reducing their carbon emissions. If investment capital flows into energy technology and if customers buy the products, then one thing is clear for economic development: new and expanding businesses can be anticipated in this sector. Those places that recognize and capitalize on this trend position their regions for future job growth.

SITE SELECTION CRITERIA

- Proximity to concentrations of energy-related customers and research facilities
- Access to educated workforce
- Availability of Class A office space, tech/flex space, and research and technology parks
- Access to power sources and transmission facilities
- Access to research and development
- Access to capital networks to provide financing for startups
- Light industrial, distribution space (green building); general purpose manufacturing for production, general purpose flex space for research and development (energy technology)

TARGETS



CLEAN TECH (cont'd) >

RATIONALE

- Strong local interest in the environment and sustainability (GREEN BUILDING; CLEAN ENERGY).
- Increased availability of federal funding in the form of economic stimulus spending (GREEN BUILDING; CLEAN ENERGY).
- Potential development of local expertise with the presence of Power Engineers (CLEAN ENERGY).
- Identification of southern Blaine County as high potential geothermal resource area by federal and state agencies (CLEAN ENERGY).
- Ability to develop upstream and downstream cluster of energy-related activities, including services, manufacturing, and innovation (CLEAN ENERGY).
- Strong presence of real estate development-oriented businesses locally, including architectural services, building materials, and construction, which could be leveraged to develop local expertise (GREEN BUILDING).
- Clean tech, as an emerging sector, remains research-and-development intensive. R&D-related sectors tend to require more highly educated and skilled talent and, therefore, tend to pay high wages. Increased availability of federal funding in the form of economic stimulus spending (GREEN BUILDING; CLEAN ENERGY).
- Sector could provide opportunities for energy and other professionals in Blaine County to start new business enterprises, as well as generate new high-wage job opportunities. Increased availability of federal funding in the form of economic stimulus spending (GREEN BUILDING; CLEAN ENERGY).

STRATEGIC CONSIDERATIONS & RECOMMENDATIONS

- Encourage and support green building standards in the construction of new buildings (civic, commercial, and residential) to stimulate local market and investment.
- Embrace clean tech within all marketing materials, drawing linkages to sustainability and how it relates to healthy living and wellness.
- Pursue research from regional higher educational institutions.
- Investigate the Cascadia Region Green Building Council's Living Building Challenge program for application in Blaine County.

NICHE OPPORTUNITIES:

GREEN BUILDING

- Materials research
- Energy efficiency systems
- Weather-proofing systems
- Computer systems integration
- Architectural design services

CLEAN ENERGY

- Geothermal energy
- Applied technology development in alternative energies, especially as it relates to solar and geothermal
- Related goods and services, including design, small scale manufacturing, and consulting.

TARGETS



**HEALTH & WELLNESS >
INDUSTRY TRENDS**

Access to healthcare, both primary care and emergency care, is viewed as a quality-of-life issue for residents and an economic issue for communities. The presence of healthcare facilities is also seen as key in location decisions for most industries. While access to healthcare is an important factor in corporate location decisions (67.2 percent of respondents in Area Development's annual corporate survey rated health facilities as "important" or "very important" in 2002 — up from 65.3 percent in 2001), it is less critical than other business-related factors, such as availability of skilled labor (90.9 percent) and highway accessibility (86.6 percent).

With the continued loss of manufacturing jobs, once the most critical driver in local economic development, communities are becoming more reliant on the healthcare industry as a source of employment and tax revenue. Growth in the U.S. healthcare sector is largely driven by two major factors: population growth and an aging population. As the Baby Boom generation approaches retirement age, a larger share of all consumer spending in the nation is being spent on healthcare related expenses. This increase is related to rising healthcare costs, which in turn, is partially related to the high number of insured persons in the nation (approximately 45 million).

According to Frost & Sullivan, the U.S. market for medical equipment exceeds \$55 billion and is expected to grow. Demographic shifts and technological advances are driving this growth. With the aging of the baby boomers, the demographics are favorable for longer term growth in the medical equipment industry. Analysts of this industry anticipate new product announcements in 2008 and 2009 that may propel further growth in the industry. In orthopedics in particular, knee-joint-replacement and spinal repair are expected to be prime growth areas.

SITE SELECTION CRITERIA

- Access to primary healthcare facilities
- Proximity to population growth centers and/or retiree destinations
- Availability of trained or trainable healthcare workforce (i.e., semi-skilled healthcare aides, registered nurses, healthcare technicians, highly trained doctors)
- Proximity to institutions of higher learning and medical schools (research and development and healthcare training facilities)
- Proximity to outdoor recreational opportunities
- Availability of medical and professional office space
- Quality of place

DEFINITION:
This sector includes establishments providing health care for individuals, including ambulatory health care services and hospitals. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners with requisite expertise.

Wellness refers to the healthy condition a person obtains through reaching a balance in lifestyle, whether through fitness, diet, emotional, social, and/or spiritual pursuits.

TARGETS



HEALTH & WELLNESS (cont'd) >

RATIONALE

- Leverage location of St. Luke's Wood River Medical Center.
- Continued growth in healthcare is expected for the foreseeable future due to national and regional demographic trends, combined with increasing interest in spiritual and Eastern medicines.
- Produce job opportunities in high-wage sector.
- Potential for stimulating related manufacturing (e.g., equipment and supplies) and research.
- Linkages with the promotion of recreational activities, the local environment, and the sustainable ideals pursued through green building and clean energy.
- Consider supporting practitioners of alternative medicines as part of the wellness target.
- Over the long term, promoting investment in health and wellness might result in the successful recruitment of medical and orthopedic device manufacturers.

STRATEGIC CONSIDERATIONS & RECOMMENDATIONS

- Assist in the development of business plans for physicians and wellness experts as part of entrepreneurship as well as business, expansion, and retention programs.
- Stimulate the creation of medical office space in Blaine County to assist in attracting small healthcare service providers and private-practice physicians, especially near St. Luke's.
- Continue to support the expansion of healthcare-related programs at CSI and Blaine County School District to supply labor for the healthcare services sector.

NICHE OPPORTUNITIES

- Research and development firms that focus on chronic disease management and pharmaceutical testing
- Biomedicine
- Adaptive sports programs

TARGETS



AGRICULTURE >

TRENDS

During the last century, farming practices became increasingly technologically dependent, increasing productivity, yields, and diminishing the needs for manual labor. These technologies included pesticides and herbicides, large-scale irrigation projects, synthetic fertilizers, and genetically-altered crop varieties. The culmination of these agricultural practices – the “green revolution” – dramatically increased worldwide food production, which is often credited for enabling a massive increase in global population during the 20th Century.

Recently, criticism of these farming methods has resulted in a renewed interest in alternative, or more traditional, farming practices. One benefit of this is that the number of farms in the U.S. has grown four percent and the operators of those farms have become more diverse in the past five years, according to results of the 2007 Census of Agriculture. For example, nearly 300,000 new farms have begun operation since 2002. Compared to all farms nationwide, these new farms tend to have more diversified production, fewer acres, lower sales, and younger operators who also work off-farm.

The latest census figures show a continuation in the trend towards more small and very large farms and fewer mid-sized operations. Between 2002 and 2007, the number of farms with sales of less than \$2,500 increased by 74,000. The number of farms with sales of more than \$500,000 grew by 46,000 during the same period. Census results show that the majority of U.S. farms are smaller operations. More than 36 percent are classified as residential/lifestyle farms, with sales of less than \$250,000 and operators with a primary occupation other than farming. Another 21 percent are retirement farms, which have sales of less than \$250,000 and operators who reported they are retired.

Agriculture already provides a significant positive impact on the Blaine County economy. According to the U.S. Bureau of Economic Analysis, agriculture employs approximately 500 persons in Blaine County, including both farm proprietors and farm workers. In addition, TIP estimates that the sector provided a \$7 million boost to the local economy in 2006, the latest year for which data were available. At 94.6 bushels per acre, barley is the largest commodity in Blaine County, according to 2004 statistics from the University of Idaho’s Agriculture Extension (<http://extension.uidaho.edu/blaine/ag.htm>). Other major commodities (with their yields) in the county include alfalfa hay (3,89 tons), spring wheat (87.4 bushels), winter wheat (85.5 bushels), oats (85.0 bushels), and potatoes (250 Cwt). Also in 2004, 100 dairy cows and nearly 10,000 beef cows calved.

CRITERIA

- Favorable climate conditions
- Inexpensive, fertile land
- Abundant semi-skilled labor
- Proximity to consumer markets
- Abundant water/wastewater

DEFINITION:

This sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures. For example, one tract may be owned by the farm operator and another rented. It may be operated by the operator alone or with the assistance of members of the household or hired employees, or it may be operated by a partnership, corporation, or other type of organization. When a landowner has one or more tenants, renters, croppers, or managers, the land operated by each is considered a farm.

TARGETS



AGRICULTURE (cont'd) >

RATIONALE

- Strong desire by local population to continue to support agriculture in Blaine County due to the area's long farming history in raising sheep and growing barley.
- In business, profitability typically is the result of efficiency and/or specialization. Agriculture is no different. Already, farmers in Blaine County have achieved a balance of the two. Most production is devoted to malt barley, which fetches higher prices than feed barley. In addition, most farms in the Bellevue triangle operate on a larger scale.
- The preservation of agricultural land assists the goal of leaving more open space in the Bellevue triangle area.

STRATEGIC CONSIDERATIONS & RECOMMENDATIONS

- Continue to support agricultural interests in the Bellevue triangle and near Picabo, including preserving agricultural land uses and discouraging large-scale housing developments. This support should not be restricted to the county line, however, but should instead include the area of trade.
- Due to the short growing season and local weather extremes, agricultural production in Blaine County is somewhat limited in comparison to other regions of the country. Increasing the variety of food products grown in Blaine County will likely require an increase in the use of heated greenhouses. Consideration should be given to supporting their increased use through tax incentives and/or rebates from the county.
- The relatively high cost of living in Blaine County was cited by local agricultural producers as a hindrance to attracting low-wage farm laborers, which would be required for harvesting large-scale food producing operations.
- Consider linking entrepreneurial development strategies with agriculture to assist local producers, especially in organic and other small farmers. These groups are typically specialized, smaller operators working on smaller acreage. To be successful, they often must act as relationship builders, understanding the needs and desires of their individual customers.
- Continue to provide additional avenues for smaller farmers, such as community-supported agriculture, farmers markets, back-yard farming, etc.
- Include sector within economic development marketing materials. Consider developing a theme of sustainability to link agriculture, clean tech, health and wellness with outdoor recreational assets and the county's natural resources.
- Consider additional large-scale agriculture opportunities (e.g., rotating barley crops with legumes to lower fertilizer needs, grass fed beef, etc.)

NICHE OPPORTUNITIES:

- Organic and natural foods
- Greenhouse
- Expanded marketing efforts for existing farmers markets
- Link agriculture more closely with the Sun Valley brand

TARGETS



BEST PRACTICES

As Blaine County moves forward with implementing economic development strategies, best practices from the following communities can serve as valuable examples.

LESSON: LEVERAGING TOURISM BRAND FOR ECONOMIC DEVELOPMENT

Orlando, Florida

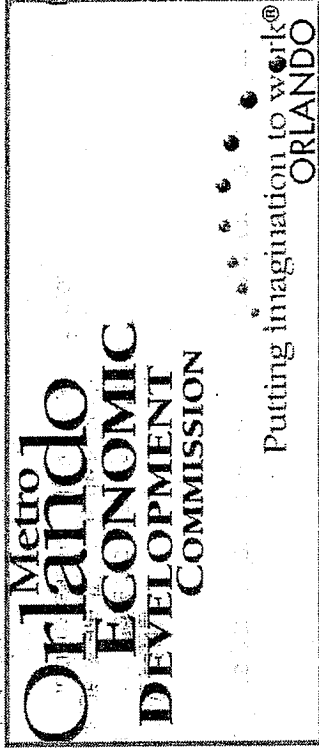
<http://www.business-orlando.org/>

METRO ORLANDO ECONOMIC DEVELOPMENT COMMISSION

In 2001, the Metro Orlando EDC introduced a new initiative designed to expand the brand of the area beyond its status as tourism destination: Disney World – one of the world's largest tourist attractions – greatly influences the Orlando area's economy, including the types of jobs, such as those related to the tourism and service sectors. The area's image was also closely tied up in tourism. Yet, the region had an established high-tech sector, but had not leveraged this growing sector to expand Orlando's brand in a way that would facilitate attracting business and talent to the area.

The EDC adopted several new media and technology sectors to diversify the economy, including strengthening and expanding existing businesses. By playing off Disney World's "magic" theme, the EDC adopted a tagline and logo that was evocative of Disney's efforts. This tagline was "Putting imagination to work."

Since then, the EDC has been successful in recruiting and fostering growth in a number of creative and technology sectors, including digital media, film and television production, modeling and simulation, optics and photonics. And, some of the tourism-related businesses signed onto the EDC's efforts by becoming involved in the region's economic development activities.



BEST PRACTICES

LESSON: SUCCESSFULLY REDEVELOPING AN AIRPORT FOR MIX-USE DEVELOPMENT

Austin, Texas

<http://www.muelleraustin.com/>

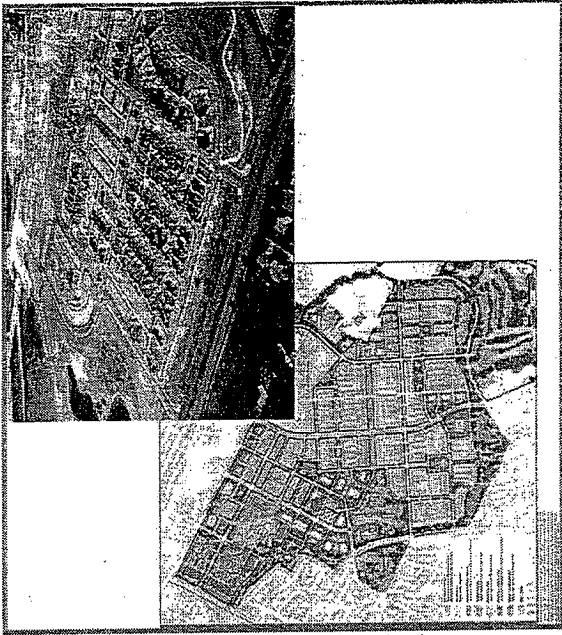
MUELLER AIRPORT REDEVELOPMENT

During the 1990s, the City of Austin relocated its commercial air services from Robert Mueller Municipal Airport to a recently closed air force base to accommodate increased demand. This presented the city with a rare opportunity to redevelop the former airport site, which included 709 acres less than three miles from downtown.

With substantial public input, the Mueller site was redeveloped into a compact, pedestrian-oriented mixed-use community that is compatible and complementary to the established surrounding neighborhoods. From the onset, redevelopment goals addressed economic development, sustainability, diversity, and fiscal responsibility. The project aims to reinforce Austin's role in an increasingly global marketplace and create a wide range of employment opportunities for diverse groups in the community. The development adheres to smart growth and sustainable development principles, such as promoting energy efficiency, reduced auto dependency, watershed protection, and green space preservation. Highlights of the redevelopment plan include:

- More than 4,000 new housing units, including small-lot single-family homes, townhouses, live-work lofts, apartments, and condominiums.
- Approximately 300,000 square feet of retail, dining, and entertainment uses.
- Up to 5 million square feet of commercial office space, including employment centers.
- A comprehensive network of public open space, neighborhood parks, and pedestrian ways.
- A vibrant town center in the heart of the community.

In addition, 25 percent of all housing units will be considered as reasonably priced housing. This housing will be offered to families with incomes of less than 80 percent of the median family income for the Austin Metropolitan Area. The program will be administered through a partnership between the city's Neighborhood Housing and Community Development Office and the Austin Housing and Finance Corporation.



LESSON: CREATING AN INNOVATION CENTER

Racine County, Wisconsin

<http://www.thecat1.com/>



CENTER FOR ADVANCED TECHNOLOGY AND INNOVATION (CATI)

Traditionally dependent on heavy industry, Racine County, Wis., faced a critical threshold in the early part of the decade. With fully 25 percent of the county's workforce employed in the manufacturing sector, and numerous layoffs and plant closing announced, county leadership wanted to create a sea change in the local economy. Concern about job losses and the continued "brain drain" affecting much of the Midwest galvanized local governments, businesses, and economic development organizations.

Led by the Racine County Economic Development Corporation, local leaders took a multipronged approach to diversifying the region's economy. Key among the strategies employed was creation of the Center for Advanced Technology and Innovation (CATI). Formed in 2001, CATI is a strategic partnership of local and regional educational institutions, business development organizations, and local industries. The center's functions are organized under three primary areas: incubation, technology transfer, and education.

One of CATI's most notable successes has been its ground-breaking technology transfer program. Called the Commercialization Management Model (CM2), this program enables corporations to donate intellectual property (IP) to startup companies and existing businesses. The approach benefits both corporations (in the form of tax deductions and a reduction in IP maintenance fees) and entrepreneurs (who avoid the expense of costly licensing deals). CATI currently manages a patent portfolio valued at \$45 million and has acquired donated patents from companies such as Kraft Foods, International Specialty Products, and S.C. Johnson & Sons.

Racine County's efforts are guided by a formal economic development strategy, which has been formally adopted by 35 local governments and community-based organizations in the county. In addition to fostering entrepreneurship and innovation, the strategy addresses challenges related to social equity, infrastructure planning, and transforming the image of the region.



LESSON: LEVERAGING SITE BASED CLUSTER DEVELOPMENT OPPORTUNITIES

Pearland, Texas

<http://www.thespectrumclearcreek.com/>

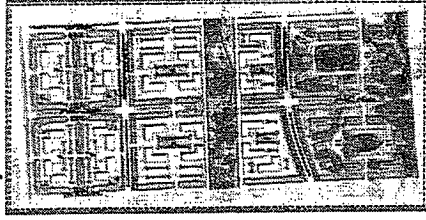
THE SPECTRUM AT CLEAR CREEK:

In its effort to position a premier biotech/lifestyle balanced business center, in close proximity to the world's largest medical cluster, the Pearland Economic Development Corporation (PEDC) engaged experts in regional master planning, development and marketing to form a vision that has now become The Spectrum at Clear Creek.

In 2004, the city adopted a revised Comprehensive Land Use Plan that set into motion the planning and development guidelines for a 1,031 acre area called The Spectrum District. Guidelines include a village district concept, where components of industrial flex, office and corporate campus uses transition into retail, leisure and other lifestyle components.

Also, in 2004, LNR Property Corporation, the primary developer of Phase I, received approvals for a Planned Development (PD) spanning 147 acres along Kirby Drive. The PD outlines construction materials, uses and other design guidelines to foster and promote quality construction within the district.

An overall vision was crafted by NBBJ Architects to express how the business and lifestyle components enhance the quality of place inherent in The Spectrum. In order to coordinate information pertaining to utility service within this district, the PEDC commissioned a planning level utility study. The results of this study analyze the associated costs for standard, but also highly customized redundant utility services.



LESSON: UNDERSTANDING SITES AND AVAILABLE INFRASTRUCTURE, USING A WEB-BASED GIS SYSTEM

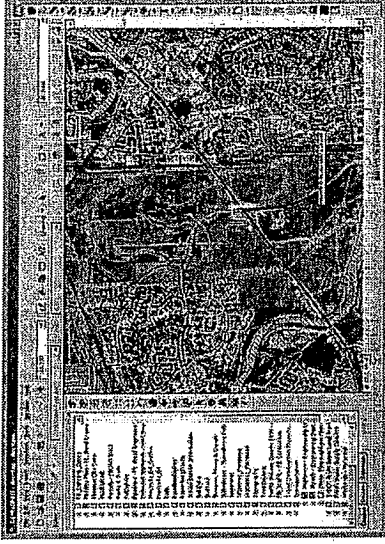
Fort Bend County, Texas

http://www.fortbendcounty.org/page/site_selection

<http://www.developroinc.com/>

GREATER FORT BEND ECONOMIC DEVELOPMENT COUNCIL:

Since 1986, the Greater Fort Bend EDC has assisted over 110 companies in relocating and expanding in Fort Bend County, creating \$1.4 billion in capital investment. Due to the rapid growth of the county, the Council needed a more efficient system for delivering information to assist developers. In partnership with Austin-based LJA Engineering, Council created an economic development tool—DEVELOPRO—based on ArcGIS Business Analyst.



DEVELOPRO is a customized application is displayed on a 72-inch, touch sensitive "smart" screen. Used in conjunction with ArcGIS Business Analyst, DEVELOPRO has greatly reduced the time for site identification and development, fatal flaw analysis, and demographic research. In addition, site consultants, brokers, corporate real estate executives, and developers can perform site selection and feasibility research with little assistance from Council staff.

The system's data are based on a digitized aerial photograph of Fort Bend County and provides more than 100 layers of information, including roads, topography, county mobility plans, municipality utility districts, and demographics. Sharing of this data is now more efficient and cost-effective for the government agencies, the County GIS Consortium, and the private sector. ArcGIS Business Analyst has made it easy for users in these different organizations to share maps and data. New layers of information are added continuously, and cost sharing has reduced the basemap burden on individual participants.

