



**SUN VALLEY
ECONOMIC
DEVELOPMENT**

SVED 2021 Action Plan

REVISED

January 15, 2021

2021 Action Plan - Framework

Performance Objective Number	Action Plan Category	Strategic Categories
1	Business Attraction, Expansion, Retention and/or Creation	ATTRACTION+
2		COVID
3		HOUSING
4		INFRASTRUCTURE
5		WORKFORCE
6	Place Making	RECREATION
7		EVENTS
8	Training	PROFESSIONAL
9		OTHER
10	Other	MEMBERSHIP
11		FINANCIAL
12		ORGANIZATIONAL

Action Plan - Attraction, Retention, Expansion & Creation

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Recruit specific/focused relocation leads	Food & Beverage services Small professional offices Satellite offices Promotion of WRV Quality of Place	3	Jester/Food Innovation Center Private equity, VCs, etc Stories & testimonials
2	Respond to Commerce RFPs	As needed	3	Non-infrastructure heavy co's
3	Solicit & draft Idaho incentive applications	TRIs PTEs STEP & Other	3	Jester
4	Regular outreach to local businesses and organizations	Phone call & Zoom until covid safe	3	Target with DoC priority 75 list Internal 3+/week

Action Plan - COVID Response

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Access to Funding	CARES IV applications SBA program applications Other agency applications Local grant applications	3	2 webinars for educatn/support 2+ SBA local applications RIVDA seminar Develop local grant program
2	Community Education	Dashboard issuance Relocation metrics analysis Business surveys & polling Forum & summit hosting	3	6 monthly reports Forum or report for community 2x surveys 1 Covid program
3	Improvements in Operating Environment	Blaine Recovery Comm/WG participatn Regulatory change advocacy	3	Convene weekly/monthly mtgs New common space access Revised indoor space rules Accelerate business vaccines
4	Community Economic Future Reimaging	Blaine Post-COVID vision Brand repositioning messaging	2	Revised White Paper(s) Messaging materials
5	Changes in business models	Succession planning/real estate control Ownership brokerage	1	2+ closing interventions

Action Plan - Housing & Infrastructure

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Expansion of Middle-Income Inventory	Medium term inventory database Multi-family project advocacy Regulatory policy change Supply incentives	3	Analysis & reporting Peregrine, Big Valley, other SUR 2.0, ACIs, ADUs policy Property Tax Exemption amend.
2	Accessible Rental Options	Mixed Use project advocacy City Policy change advocacy Long-term rental incentive policies Short Term Rental regulatory change	2	State Lobby consortium formed ST rentals, employmnt covenants National strategy assessment IEDA Public Affairs lobbying
3	Hotel-led Affordable Housing Units	Hotel project advocacy	2	Marriott Signature, 1 st & 4th
4	Expansion of Broadband Access	CARES IV/FCC grant applications Regional supply/demand analysis Open Internet Provider access Subsidized modems	2	Indian Creek, So. Bellevue, etc.
5	Improved Transportation Systems	SUN capabilities Commuting/Public Transit	2	Support lead organization efforts

Action Plan - Workforce

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Workforce Development	TPM Regional Cohort formation Apprenticeship programs Internship programs	2	Construction/Trades, Hospitality Culinary Home-bound students
2	Community Education	Living wage/ALICE metrics	1	Support lead organization efforts
3	Talent Attraction	Quality of Place marketing Satellite Urban office marketing	1	BBB, Relocate Recreate Google, FB, etc.

Action Plan - Place Making/Training/Other

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Increase recreational assets & opportunities	Baldy Forest Health WRV Travel Management Plan Hwy 75 Parking SV Culinary Institute	2	Working Group/Sponsor support FEMA BRIC grant application
2	Revitalize Marquis Events	Organize 2021 Economic Summit Conduct economic impact assessments	2	New post-Covid world theme Symp, Trailing, Jazz, Tour, Ice, etc
3	Improve team skills & influence	Increased IEDA engagement RIVDA Board participation	2	Join Govt Affairs/other commttee SBA/SBDC loan review commttee
4	Expand Membership rolls	New member value proposition Young professional's program Urban relocatees program	3	85 new baseline target 5 lapsed renewals 5 new members signups
5	Maintain/improve Financial Performance	Optimize P&L performance Secure additional grants	3	CARES IV program access
6	Optimize organizational Structure	Evaluate collaboration alternatives Secure alternative funding sources	3	VSV consolidation Bus. Improve. Dist. assessment

Sun Valley Economic Development
February 2021

Describe any activities taken this month to advance your industry targeting objectives (Objective A)- issued January Covid dashboard for Blaine County, indicating a continuing month-on-month decrease in local business economic risks with stability in business closures, improvements in LOT and the labor situation; signed up for MountainCareers.com to enable future posting of professional jobs on national web platform used by resorts.

Describe any activities taken this month to advance your business outreach objectives (Objective B) –direct outreach to 24 local business organizations; continued data gathering on STR limitation options; gathering data for study of new homeowner demographics; reviewed 2 Dept of Commerce RFI requests; worked with Project Jester for submittal of final TRI application in advance of March EAC review; advised Idaho Economic Development Association Public Affairs committee on advocacy on county funding, URA, Wolf Trapping, public art spend restrictions and limitations on Gov’s emergency powers bills in front of the legislature.

Describe any activities taken this month to advance your main street and entrepreneurship activities (Objective C) – numerous meetings of Blaine Recovery Committee and Business Working Group; continued collecting of testimonial list of new local professionals relocating to Blaine Co for remote work.

Describe any activities taken this month to advance your placemaking objectives (Objective D) –awarded small \$1700 WRWF annual grant for culinary; continued evaluation of new Idaho \$35m Broadband grant terms and conditions for prospective geographies.

Describe any activities taken this month to advance your professional development objectives (Objective E) –working towards setup of Talent Pipeline Management Academy - Hospitality cohort across Idaho to develop pipeline; evaluated 1 loan applications to Region IV Development

Describe any other activities taken this month that fall outside of your workplan objectives- new board nomination for presentation at next board meeting; continued evaluation of local ED integration opportunities.

FY2021 Opportunites Report

Projects that involve CapEx, job creation, and/or incentives

Date	Project/ Company Name	City	Industry	Opportunity Type	Number Existing Jobs	Potential Job Creation	Potential Capital Investment	Incentives Applied For	Project Stage	Summary of Project
7/1/2020	Grocery Outlet	Hailey	Retail	Business Attraction	0	40	\$300,000	None	In Progress	Will occupy old Kings location; new franchisee selected to lead startup; hiring for Feb 2021 opening; modest capital for interior retrofit;
7/1/2020	Blaine Manor/ARCH	Hailey	Housing	Community Development	0	40/1	\$15,000,000	None	In Progress	60 new apartments on former Blaine Maynor site developed by ARCH as Affordable Housing tax credit project; IHFA competitive award; final design stage with ground breaking expected Sept 2020
7/1/2020	Marriot Fairfield	Hailey	Tourism	Business Attraction	0	60	\$8,000,000	None	In Progress	New hotel in Hailey underconstructuion and about 79% complete
7/1/2020	Harriman Hotel	Ketchum	Tourism	Business Attraction	0	90	\$12,000,000	None	In Progress	New hotel in Ketchum still seeking core equity partners; additional site work conducted to enure compliance with building permits issued
8/15/2020	Sun Valley Guides	Ketchum	Recreation	Business Expansion	20	3	\$150,000	Other	In Progress	Planning for more guests this winter due to uncertain Bald Mtn operations; negotiated contract for snow machine fleet expansion and USFS license area expansion; connecting with RIVDA to evaluate finaincng options
8/20/2020	Gravity Fitness	Hailey	Recreation	Business Expansion	40	5	\$2,300,000	Other	In Progress	Examining improvements in facility to tennis courts and creation of outdoor pool spa area; also looking at buy out of facility from landlord; connecting with RIVDA toevaluate financing options
9/1/2020	FEMA BRIC Grant	Blaine Co	Tourism	Community Development	2000	20	\$10,000,000	Other	In Progress	Pre-app submitted for two potential grants under this program 1) Baldy Forest Health involving remediation of forest dead fall and unhealthy biome circa \$10m and 2) Hospital micro grid to increase energy resiliance circa \$2m. M Partnering on grants with Blaine Co, USFS, BLM, local not for profits. Applicaiton due Dec 15 2020.
9/1/2020	CARES Broadband Grant	Carey & Picabo	Communications	Community Development	75	2	\$1,000,000	Other	In Progress	Successful application for expanding household (Picabo) and public services infrastructure (Carey). Safelink actively engaged in installation for Dec deadline.
9/1/2020	CARES Broadband Grant	Sun Valley	Communications	Community Development	20	0	\$30,000	Other	In Progress	successful application for expanding public services infrastructureat SV Fire Station. Cox actively engaged in installation for Dec deadline.
10/1/2020	Mavrick Serice Station	Hailey	transportation	Business Attraction	0	20	\$300,000	None	In Progress	initial planning for gas staton/C store at current Silver Creek Ford locaiton; SCF would colocate in north Hailey with LL Green
10/1/2020	shipping fufillment center	Hailey	Retail	Business Attraction	0	na	na	None	In Progress	Site finder asking about 1-2 acres for small warehouse for undisclosed customer
11/1/2020	CLO Solutions	Ketchum	Professional Services	Business Attraction	0	2	\$0	None	Closed Won	Set up of small professional office providing small corporate legal outsourcing services
11/1/2020	Guggenheim Partners	Sun Valley	Professional Services	Business Attraction	0	1	\$0	None	Closed Won	Set up of small professional office providing wealth management and investment services
11/1/2020	Revelry Group (Project Jester)	Ketchum	Food & Beverage	Business Attraction	0	29	\$50,000.00	TRI	In Progress	Evaluating consolidating move to Blaine from Portland in12 months; planning to establish headoffice for 2-4 affiliated companies (F&B, Outfitting Services, Food Innovation lab) with minimum 20 employes
12/3/2020	Food Innovation Center	Twin Falls	Food & Beverage	Start Up Business	0	10	\$5,000,000	Other	In Progress	Joined feasibility study team to provide linkages with SV area, Culinary Institiute and potential Project Jester relocation
1/20/2021	LL Green/Silver Creek	Hailey	Commerical mixed use	Community Development	40	45	\$10,000,000	None	In Progress	Major redevelopment of vacant 3 acre parcel on Hwy 75; proposed location for expanded LL Green Hardware and relocated Silver Creek Auto; also 9 townhome buildings along residentialbuffer zone; currently under review by P&Z; receiving pushback from NIMBY coalition

Sun Valley Economic Development, Inc.

PROFIT AND LOSS

January - December 2020

	TOTAL
Income	
Income	
Events	2,000.00
Grant Income	35,574.95
Private Sector	55,200.00
Public Sector	
Blaine County	25,000.00
Ketchum	9,500.00
Kura	15,000.00
Sun Valley	7,500.00
Total Public Sector	57,000.00
Total Income	149,774.95
Interest Income	2.14
Restricted Income - TCC	-4,750.00
z In Kind Revenue & Services	2,700.00
Total Income	\$147,727.09
GROSS PROFIT	\$147,727.09
Expenses	
Office Administration	
Accounting	4,247.54
Bank Costs	903.59
Dues & Subscriptions	-20.00
Other Fees & Service	51.49
Total Office Administration	5,182.62
Operating Expenses	
Compensation	
Analyst/Administrator	4,600.00
Executive Director	76,624.00
Membership Director	46,741.65
Total Compensation	127,965.65
Consulting	4,200.00
Marketing	3,020.98
Travel, Meals & Entertainment Expense	304.38
Web Site	120.00
Total Operating Expenses	135,611.01
Total Expenses	\$140,793.63
NET OPERATING INCOME	\$6,933.46
Other Expenses	\$0.00
NET OTHER INCOME	\$0.00
NET INCOME	\$6,933.46

Sun Valley Economic Development, Inc.

BALANCE SHEET

As of December 31, 2020

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Bank Accounts	
Checking-Sustain Blaine (Zions)	0.00
Total Bank Accounts	0.00
Checking x 0713	27,291.75
PayPal	0.00
Savings x4864	75,000.00
Total Bank Accounts	\$102,291.75
Accounts Receivable	
Accounts Receivable	12,049.95
Total Accounts Receivable	\$12,049.95
Other Current Assets	
Undeposited Funds	650.00
Total Other Current Assets	\$650.00
Total Current Assets	\$114,991.70
Other Assets	
Organizational Costs	10.00
Total Other Assets	\$10.00
TOTAL ASSETS	\$115,001.70
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	11,600.00
Total Accounts Payable	\$11,600.00
Other Current Liabilities	
Refundable Deposit	0.00
Total Other Current Liabilities	\$0.00
Total Current Liabilities	\$11,600.00
Long-Term Liabilities	
SBA CARES EIDL - LOAN 2.75% 30 Year	88,900.00
Total Long-Term Liabilities	\$88,900.00
Total Liabilities	\$100,500.00
Equity	
Unrestricted Net Assets	7,568.24
Net Income	6,933.46
Total Equity	\$14,501.70
TOTAL LIABILITIES AND EQUITY	\$115,001.70

KURA 2020 ROI

Sun Valley Economic Development Return on Investment		Return Metrics>>	Culinary Only ²	Plus Limelight TRI ³	Plus Revelry TRI ⁴	
		Annual Returns>>	\$ 478,105	\$ 2,815,105	\$ 2,815,105	
Investment Metrics ¹						
KURA 1-Yr	\$ 40,000		\$ 12	\$ 70	\$ 70	for every \$1 invested
KURA 3-Yr	\$ 70,000		\$ 7	\$ 40	\$ 40	
KURA 5-Yr	\$ 100,000		\$ 5	\$ 28	\$ 28	

Notes:

¹ Includes awards to both SVED & SVCI

² Based on local operating & capital expenditures

³ Based on Staff Payroll only

⁴ TBD; Pending for 2021

Methodology consistent with Southern Idaho Economic Development



SUN VALLEY CULINARY INSTITUTE

Please join us for our
Professional Development Series

SVCI is excited to announce our **first** Professional Development Series, **May 3-6** at the Institute.

These short and concentrated classes are designed to teach essential culinary and service skills for those who want to enter foodservice, who are new to foodservice employment, or who wish to broaden their skill set.

This program will empower participants to be more confident in their culinary and/or service abilities.

Encourage your staff to join **Chefs Naomi Everett** and **Christopher Koetke** for this new educational initiative designed to directly benefit the local foodservice community. Our chefs represent not only decades of culinary educational experience, but decades of foodservice experience. Students may take individual classes or sign up for both the **Culinary Track** and/or the **Service Track**.

Class Dates: May 3-6
Class Times; 10AM-2PM
Cost: \$25/Day
Lunch Provided

Space is limited to 8 Students/Day



Culinary Track

May 3, 2021 10AM – Noon

- Safety and Sanitation
- FAT TOM
- Personal behaviors/hygiene
- The basics of biological, chemical, and physical hazards
- Reducing the possibility of foodborne illness, chemical poisoning, or physical contamination
- Cleaning and sanitizing
- Critical temperatures - Cooking, holding, chilling, and reheating
- Elements of Tasting
- Physiology
- Perceived likes and dislikes
- How to critically taste

Noon – Lunch

May 3, 2021 12:30PM – 2PM

- Product utilization
- Cross-utilization
- Waste management
- Costing
- Yield costing
- Recipe costing
- Menu pricing

May 4, 2021 10AM – Noon

- Basic Knife Skills
- Safely handling knives
- Sharpening knives
- Basic knife cuts

Noon – Lunch

May 4, 2021 12:30PM – 2PM

- Introductory Cooking Methods
- Dry heat methods (sauté, grill, roast, deep fry)
- Moist heat methods (poaching, blanching, steaming)
- Combination methods (braising and stewing)

Service Track

May 5, 2021 10AM – Noon

- Customer Service Skills
- Telephone etiquette
- Communication skills, verbal/nonverbal
- Sanitation and hygiene
- Service dos and don'ts—the finer points
- Service sequence

Noon – Lunch

May 5, 2021 12:30PM – 2:00PM

- Front-of-House organization
- Service-ware identification and preparation
- Table settings and preparing for service
- Food presentation
- Order taking
- Communication with the kitchen (special orders, allergens, etc.)

May 6, 2021 10AM – Noon

- Introductory Wine and Beer Service Class
- Serving beer and wine
- Understanding customer preferences and making suggestions
- Pairing beer and wine with food

Noon – Lunch

May 6, 2021 12:30PM – 2:00 PM

- The Basics of Beer and Wine
- Basic beer styles
- Basic wine styles

[Register Now](#)

Questions?

Contact Karl Uri at karl@sunvalleyculinary.org or 208-913-0494



Presented by
The Revelry Group



Supported by the
Ketchum Urban Renewal Agency