



## APPENDIX A

### Contracts for Services:

Blaine County Housing Authority

Idaho Dark Sky Alliance

Mountain Rides

Sawtooth Avalanche Center

Sun Valley Economic Development

Visit Sun Valley



## City of Ketchum

<b>Agency Name:</b>	Blaine County Housing Authority
<b>Project Name:</b>	Community Housing Programs & Administration
<b>Contact Person:</b>	Nathan Harvill
<b>Address:</b>	PO Box 4045
<b>Email:</b>	nharvill@bcoha.org
<b>Phone Number:</b>	208.788.6102

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council's first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

- 
1. Amount requested for fiscal year 2022: \$ 75,000
  2. What percentage of your overall budget does the requested amount represent? 30 %
  3. Please list your primary funding sources other than the City and the percentage of your budget they represent:

Funding Source	% of Budget
Contracts for service from other jurisdictions	30
Administrative Fees from sale of community housing	10
Rental Income	7
Rental Management Income	4
Lift Tower Lodge	19

4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?

BCHA's Contract for Service with the City of Ketchum is crucial to providing the statutory services and functions to the citizens of Ketchum. Each year, BCHA operates with revenue sufficient to support BCHA programs and staff support. A shortfall in revenue would detrimentally affect the ability of BCHA to provide direct service and management of the Community Housing Stock, which is a scarce resource in Blaine County generally and Ketchum and the North Valley, specifically, and is further hampered by age of the stock and the additional stresses added by the global pandemic. Furthering the goals of Community Housing would be severely hampered.

5. Does your program or project have a strategic/business plan in place? Yes \_\_\_\_\_ No \_\_\_\_\_  
If yes, please attach a copy upon submission.
6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.

BCHA maintains an applicant database of over 250 households (nearly double the number from prior years) and stewards 113 housing units, including, 86 Deed-Restricted Ownership Units and 18 Income-Restricted Rental Units for a total of 103 Income-Restricted Housing Units. Additionally, within BCHA's Rental Portfolio are 2 Employee Rental Units and 7 Market Units (Managed by BCHA and offered to Households within BCHA's Database who are at market rate). This brings the total to 113 Combined Housing Units, which breakdown as follows:  
Ownership Units:  
Halley: 11  
Ketchum: 62  
Sun Valley: 6 (BCHA Owns 2 Elkhorn Units not included in Community Housing Total)  
Blaine County: 7  
Total 86 Ownership Units  
Rental Units (by Location):  
Cold Springs Crossing (Ketchum): 4 Deed-Restricted Units 7 Market Units  
Copper Ridge (Ketchum): 4 Deed-Restricted Units  
Stevenson Residences (Ketchum): 1 Deed-Restricted Unit  
Nichols Landscape (Ketchum): 1 Deed-Restricted Unit  
Elkhorn Village Condos (BCHA owned, Sun Valley): 2 Deed-Restricted Units  
Thornton Heating & Plumbing: 1 Employee Unit  
Lift Tower Lodge (Ketchum): 1 Employee Unit  
Ketch I & II (Ketchum): 4 Deed-Restricted Units  
Sun Valley Rd. & 1st Ave (Ketchum): 2 Deed-Restricted Units  
Rental Units (by Type):  
Total 18 Income-Restricted Rental Units  
Total 2 Employee Rental Units  
Total 7 Market Units (Managed)  
27 Total Rental Units  
Over the past year an additional 6 Income-Restricted rentals were added to BCHA's portfolio within the City of Ketchum, bringing the total of Income-Restricted Units to 18 and increasing the overall number of Rental Units to 27. Additionally, an Income-restricted

7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.

BCHA will remain committed to its mission and its goals for the year will be support of that mission. Therefore, BCHA will continue to support housing developers who are committed to increasing the supply of affordable housing in the City of Ketchum. Additionally, BCHA will continue to support policies and actions by jurisdictions that encourage an increase in the supply of housing. Finally, as it is completed, staff will begin to implement the goals, strategies and objectives identified in the new and updated BCHA Strategic Direction. BCHA supports the efficient use of citizen resources by providing a single-source housing service to the county and its municipalities in one organization, effectively allowing the county and cities to pool their limited resources and avoid the duplication of funds, and BCHA will be presenting a balanced budget; the City of Ketchum's financial support of BCHA demonstrates respect for the city's low- and moderate-income populations. BCHA's role is integral to this objective. Development in the City of Ketchum needs to offer balanced housing choices to encourage the diversity, service to all socio-economic classes and to ensure the long-term economic health of the community. BCHA measures the performance of everything it does. The measurement method depends on the goal and the desired outcome. Much of what BCHA does is dependent on a variety of factors beyond its control. The ups and downs of the local economy as well as the housing market will either add to or reduce the number households needing affordable housing assistance. Measuring BCHA's performance on its primary mission will look at the number of households to whom BCHA provides direct services each quarter and compare that to previous performance. BCHA measures the number of households able to take advantage of Community Housing in each quarter and reports the results during regular Board Meetings (impact based).

**6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.**

BCHA maintains an applicant database of over 250 households (nearly double the number from prior years) and stewards 113 housing units, including, 86 Deed-Restricted Ownership Units and 18 Income-Restricted Rental Units for a total of 103 Income-Restricted Housing Units. Additionally, within BCHA's Rental Portfolio are 2 Employee Rental Units and 7 Market Units (Managed by BCHA and offered to Households within BCHA's Database who are at market rate). This brings the total to 113 Combined Housing Units, which breakdown as follows:

- Ownership Units:
  - Hailey: 11
  - Ketchum: 62
  - Sun Valley: 6 (BCHA Owns 2 Elkhorn Units not included in Community Housing Total)
  - Blaine County: 7
  - Total 86 Ownership Units
- Rental Units (by Location):
  - Cold Springs Crossing (Ketchum): 4 Deed-Restricted Units 7 Market Units
  - Copper Ridge (Ketchum): 4 Deed-Restricted Units
  - Stevenson Residences (Ketchum): 1 Deed-Restricted Unit
  - Nichols Landscape (Ketchum): 1 Deed-Restricted Unit
  - Elkhorn Village Condos (BCHA owned, Sun Valley): 2 Deed-Restricted Units
  - Thornton Heating & Plumbing: 1 Employee Unit
  - Lift Tower Lodge (Ketchum): 1 Employee Unit
  - Ketch I & II (Ketchum): 4 Deed-Restricted Units
  - Sun Valley Rd. & 1st Ave (Ketchum): 2 Deed-Restricted Units
- Rental Units (by Type):
  - Total 18 Income-Restricted Rental Units
  - Total 2 Employee Rental Units
  - Total 7 Market Units (Managed) 27

**Total Rental Units**

Over the past year an additional 6 Income-Restricted rentals were added to BCHA's portfolio within the City of Ketchum, bringing the total of Income-Restricted Units to 18 and increasing the overall number of Rental Units to 27. Additionally, an Income-restricted ownership unit was also added to BCHA's portfolio within the City of Ketchum bringing the total to 86 Deed-Restricted ownership units.

BCHA provides housing counseling/informational appointments and provides for accommodations at the Lift Tower Lodge for temporary housing. BCHA has updated and digitized its application process and internal documents for ease of use. Revisions to the Community Housing Guidelines were adopted by the BCHA Board and were organized to better serve the general public, owners, renters, developers, and elected officials.

BCHA staff provided numbers and statistics to Sun Valley Economic Development for use in its annual Economic Summit held in Sun Valley and has collaborated with Sun Valley Economic Development and

BCHA – 2022 Funding Request  
Expanded View

other stakeholders in the advocacy and development of new and creative housing policy. BCHA staff provide housing and demographic data and information to developers of housing and the general public. BCHA has been a resource for jurisdictions and individuals seeking housing data and creative solutions to the local housing shortage in Blaine County.

BCHA has provided guidance and support for new community housing developments and local housing options for the citizens of Blaine County in addition to collaborative efforts with other government agencies and local non-profits.

Through its 501(C)(3) Blaine County Housing Foundation, BCHA has provided Housing Gap Grant Assistance to more than 20 households in need in Blaine County over the last fiscal year.



## City of Ketchum

CX

**Agency Name:** Idaho Dark Sky Alliance for Central Idaho Dark Sky Reserve (CIDSR)  
**Project Name:** Educational Outreach, Light Pollution Monitoring, and Data Management  
**Contact Person:** Carol Cole or Steve Botti  
**Address:** PO Box 4903, Ketchum ID 83340  
**Email:** [idahodarksky@gmail.com](mailto:idahodarksky@gmail.com)  
**Phone Number:** Carol 208-721-2303, Steve 208-608-8739

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council's first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

1. **Amount requested for fiscal year 2022:** \$ \$2200 (\$1,500 Education and Outreach Program Support, including signage, and \$700 for light pollution monitoring)
2. **What percentage of your overall budget does the requested amount represent?** 18 %
3. **Please list your primary funding sources other than the City and the percentage of your budget they represent:**

Funding Source	% of Budget
Blaine County (requested)	25%
City of Sun Valley (requested)	17%
City of Stanley (requested)	15%
Chambers of Commerce (Stanley Chamber committed)	15%
Idaho Dark Sky Alliance (committed)	10%

**4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?**

If City of Ketchum funds are not received it will be difficult to implement a Dark Sky monitoring program to the IDA standard required to properly assess the level of light pollution in the Reserve and the threats posed by this pollution. It also will be more difficult to properly assess the threats posed by this pollution and the effectiveness of the Reserve efforts to mitigate this pollution.

In addition, it would be difficult to achieve the level of education and outreach required to allow the public to fully enjoy the Reserve and understand the significance of preserving the naturally dark night environment.

**5. Does your program or project have a strategic/business plan in place? Yes  No  If yes, please attach a copy upon submission.**

While the Idaho Dark Sky Alliance does not yet have a formal strategic plan, we continue to use the Lightscape Management Plan submitted to IDA as part of the application for designation as a guide for our initial actions. The IDA application required detailed information about planned actions and programs. At the time of designation, the Dark Sky Reserve committed to implementing specific actions within a five-year timeline. (see attached timeline)

The Idaho Dark Sky Alliance was created as a nonprofit organization in 2020 to help manage the fund-raising and day-to-day operations of the Reserve. It functions under the general direction of the CIDSR Oversight Group (Blaine County, Ketchum, Stanley, Sun Valley, and the Sawtooth National Forest). The Alliance proposes and implements projects that accomplish portions of the Reserve's Lightscape Management Plan.

Currently, we have a Board of Directors and basic officers, all of whom are volunteers. It is not a membership organization, but works closely with interested stakeholders, such as the Idaho Conservation League, and private individuals.

**6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.**

N/A

**7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.**

Outreach and Education:

The Central Idaho Dark Sky Reserve (CIDSR) was certified in December 2017 by the International Dark Sky Association (IDA). Certification required that the CIDSR agree to implement all of the IDA requirements to become a Dark Sky Reserve. One of these requirements is that *"Municipalities, management entities, and partners within the Reserve agree to establish interpretive outreach programs to support the goals of the Reserve, and educate visitors and residents about the importance of preserving the dark night sky resource."*

Since 2017 the Reserve has offered a range of interpretive programs led by astronomers and other subject matter experts. To supplement and expand upon these efforts, the Alliance would like to begin establishing a network of interpretive signs and permanent exhibits. These will be strategically placed in easily accessible locations such as roadsides, campgrounds, trails, visitor centers, and developed commercial areas to provide information about astronomy, the importance of dark night sky to maintaining healthy ecosystems, and dark sky friendly outdoor lighting.

Other outreach and education opportunities include:

- Creating relationships with professional groups (architects, engineers, store owners) to develop displays and/or continuing education seminars for building professionals.
- Creating relationships with university scientists and astronomy/environmental professionals to utilize their expertise and to develop programs and advocacy on astronomy and the night sky.
- Working with local tourism groups (local Chambers of Commerce, Visit Sun Valley, local outfitters, lodging providers) to educate and excite them about the economic potential of Dark Skies tourism.
- Exploring opportunities with Sun Valley Lodge, Galena Lodge, Smiley Creek Lodge, Idaho Rocky Mountain Ranch, Redfish Lake Lodge and others that could host events.
- Developing a modular/traveling exhibit for use at local events and promotions to provide information about dark sky benefits and responsibilities, light pollution, and how to get involved.
- Establishing a collection of educational and presentation materials that can be used for programs with schools, youth organizations (camps, scouts, 4H), and civic groups.
- Maintaining and enhancing the Dark Sky Reserve website.
- Reprinting the Dark Sky Reserve brochure.

### Light Pollution Monitoring

In its Lightscape Management Plan, the Reserve committed to annually monitoring trends in light pollution by periodically monitoring the darkness of the night sky and the percentage of outdoor lights in compliance with International Dark Sky Association standards. In order to monitor effectively these trends, the Reserve needs to enhance its monitoring capabilities by obtaining additional mobile and permanently-mounted sky quality meters/cameras.

The mobile meters will allow volunteers to record sky quality at the designated array of monitoring sites more frequently throughout the year. The additional data will provide a more complete picture of light pollution impacts in the Reserve and the ability to analyze long-term trends. The funding request will allow the Reserve to purchase two additional meters.

Automated permanently-mounted sky quality meter sites will provide a complete data of all clear nights throughout the year from representative critical sites within the Reserve, such as the Wood River Valley and the Sawtooth Valley. The funding request will allow the Reserve to purchase one more automated site.

### Overall benefits of the Central Idaho Dark Sky Reserve to the City of Ketchum and city residents

The Idaho Dark Sky Alliance works with a number of organizations throughout the reserve to educate residents about the importance of maintaining dark skies. The group also serves as a resource for Ketchum and other communities as they develop and implement dark sky policies.



The pristine dark skies we enjoy in the Reserve are a treasured resource for both local residents and visitors. A main goal for the CIDSR is to preserve our dark skies. Reducing artificial light at night benefits human health and wildlife populations, and reduces energy consumption. Dark Sky designation can also provide economic benefits to local businesses through increased tourism and specific benefits to businesses that provide dark sky related items.

The City of Ketchum has been involved with the Dark Sky planning discussions since the 1990s when the city passed a Dark Sky Lighting Ordinance. City staff were instrumental in the early planning effort to get CIDSR recognized as the first Dark Sky Reserve in the US.

## Additional Information for Question 5

### Benchmarks for Lightscape Management Plan

(from CIDSR Application, pages 52-53)

#### 1-12 months following accreditation of the CIDSR

- Establish advisory group for CIDSR. This group will include a representative from each of the following: City of Ketchum, City of Sun Valley, City of Stanley, Board of Blaine County Commissioners, USFS Sawtooth National Recreation Area, Idaho Conservation League, and two citizen representatives: one from the Sawtooth Valley and one from the Ketchum/Sun Valley/Blaine County area. The advisory group will establish working groups for Education and Outreach, and Monitoring and Reporting. The advisory group will meet at least quarterly to ensure coordination among the CIDSR partners, and to provide feedback to the working groups.
- Launch a media and educational effort highlighting CIDSR.
- Host at least 4 dark sky educational events in the surrounding communities.
- Advisory group will begin to develop incentive programs for compliance. This will include continuing to work with the Salmon River Electric Cooperative (SREC) and Idaho Power to provide economic incentives for customers to convert to energy efficient, dark sky compliant lighting. SREC provides electricity to the entire Sawtooth Valley and offers customer rebates for energy efficient lights funded by the Bonneville Power Administration.
- Secure funding and erect signage along entrances to the Dark Sky Reserve

#### 1-3 years after enactment of the CIDSR

- Advisory group will continue to work with Thompson Creek Mining Company to further reduce light output from mining operations based off of CIDSR compliance criteria.
- Stanley will adopt an outdoor lighting ordinance that will assure continuation of its program to maintain shielding of 100% of outdoor lights.
- Stanley will convert its current shielded street lights to 3000 K or less lamps.
- Advisory group will work with local communities to develop lighting showcase areas that can serve educational purposes.

#### Annually

- Advisory group will coordinate with municipalities and partners to host at least four dark sky educational events in the surrounding communities.
- SQM monitoring throughout reserve; compliance monitoring will occur in municipalities (see specifics outlined in monitoring and reporting plan section) and counties.
- Advisory group will oversee annual report preparation and submission to IDA.

### Interpretation and Education

Because skies and celestial objects have engaged, intrigued and awed humanity since ancient times, they can serve as a useful bridge between those times and the present, as well as between science and imagination. Increasing awareness and knowledge in this arena is one key objective of CIDSR. There are currently a number of education programs underway which focus on astronomy and the dark skies of the region. Creation of CIDSR will enhance these programs as well as increase scientific research and astro-tourism.

Achievement of a dark sky status is also a way to bring back cultural storytelling, songs, and gatherings that have not been practiced for centuries. A Dark Sky designation could provide an opportunity to better connect and engage the public in these cultural opportunities.

A committee has been formed to carry out education and outreach efforts. It is currently made up of representatives from the Idaho Conservation League, local governments, educational non-profits, and interested volunteers from the Reserve area. The Education and Outreach Committee hopes to capture community excitement and channel it into effective action. In order to harness the early interest in CIDSR and create lasting, sustainable momentum, the committee will develop and implement a strategy that includes a variety of education and outreach events, publicizing these and other related activities, regularly reporting progress toward Dark Sky goals, and tapping into strong community institutions in order to make them vital stakeholders in lightscape management.

### **Outreach and Education Planning**

If CIDSR is accredited the committee plans to work with a broad range of partners to increase awareness of the Reserve, encourage night sky friendly lighting, and inspire appreciation of the area's dark sky resource.

A wide range of educational efforts has been discussed throughout the planning process. The committee will determine the feasibility of the various proposals to be implemented within the first five years of achieving reserve status. Potential programs and actions include:

#### *Outreach and Education*

- Create relationships with routine outdoor users to implement a regular dark sky monitoring schedule (the Community School outdoor program, Hemingway STEAM School, Girl/Boy Scouts, 4H, Firstlite, etc)
- Create relationships with professional groups (architects, engineers, store owners) to develop displays and/or continuing education seminars for building professionals
- Create relationships with energy providers (Idaho Power, Salmon River Electric) and financial institutions on current and future financial incentives for upgrading light fixtures to be compliant
- Create relationships with scientists and astronomy/environmental professionals (ICL, ERC, CSI Planetarium), etc for information and advocacy on astronomy and the night sky
- Recruit and train volunteers to provide programs for interested groups about dark sky benefits and responsibilities, to conduct light inventories, staff educational booths at local events, and support other efforts
- Establish a collection of educational and presentation materials that can be used for programs with schools, youth organizations (camps, scouts, 4H), and civic groups
- Develop a modular/traveling exhibit for use at local events and promotions to provide information about dark sky benefits and responsibilities, light pollution, and how to get involved
- Work with local visitor centers in the Stanley and Ketchum area to design and install permanent Dark Sky exhibits.
- Identify potential locations along state highways 75 and 21 where visitors can park to enjoy the night sky and install wayside interpretive signs to explain the role of the Reserve in preserving the dark sky resource.
- Work with the Idaho Transportation Department to explore the possibility of re-designating the Sawtooth Scenic Byway as the Sawtooth Dark Sky Scenic Byway

- Identify local and regional funding sources and potential grants to support educational outreach and other Dark Sky efforts and materials



City of Ketchum

<b>Agency Name:</b>	Mountain Rides Transportation Authority
<b>Project Name:</b>	Public Transportation Operations & Capital
<b>Contact Person:</b>	Wally Morgus, Executive Director
<b>Address:</b>	POB 3091, Ketchum, Idaho 83340-3091
<b>Email:</b>	wally@mountainrides.org
<b>Phone Number:</b>	208.788.7433

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council’s first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

- 
1. Amount requested for fiscal year 2022: \$ 687,000
  2. What percentage of your overall budget does the requested amount represent? 6.5 %
  3. Please list your primary funding sources other than the City and the percentage of your budget they represent:

Funding Source	% of Budget
Federal Awards (FTA 5311/5339; CARES)	69.1%
MRTA CIP Fund (for CIPs, e.g., Electric Buses)	10.5%
City of Sun Valley	3.7%
Blaine County	1.7%

4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?

To qualify for FTA funding, which underwrites the lion's share of our budget, Mountain Rides must receive local matching funds. There is a direct relationship – intensified by the leverage from the federal match – between funding from our Joint Powers, including Ketchum, and the quality and quantity of public transportation services we deliver. With a match of ~\$2.75 of FTA funding for each \$1.00 of local funding for operations, each \$100,000 of local funding results in ~\$375,000 of total funding, which translates to ~3,800 hours of bus service. On the Capital side, the match approximates \$4.00 of federal funding for each \$1.00 of local funding.

Mountain Rides deploys resources efficiently to deliver quality services critical to the community. Any reduced funding from Ketchum would likely trigger service cuts on our Blue & Valley Routes – serving ~400,000 riders in a normal year (~73% of MRTA ridership) – which, in turn, would exacerbate challenges – traffic congestion; parking shortages; accelerated wear-and-tear on highways/streets; safety and environmental issues due to increased single-occupancy vehicle trips – that Mountain Rides, with its service, has helped to mitigate.

For FY22, Mountain Rides is requesting from Ketchum: i) for Operations/Service -- \$527,000 -- which represents a small increase over FY21, with, as in FY21, the deficit in this local funding to be covered by Federal CARES dollars and ii) for Capital -- \$160,000 -- which is explicitly allocated as the local match for Federal awards earmarked for Capital Improvements, including buses, facilities, and equipment. We have adopted this new structure for our funding request in order to introduce greater clarity and transparency into the process.

5. Does your program or project have a strategic/business plan in place? Yes  No   
If yes, please attach a copy upon submission.

6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.

In FY21, Mountain Rides is using City funds to: i) operate and support our Valley & Blue Routes, including enhanced, more frequent, seven-day service on the Valley Route and continuing late-night service on the Blue Route; ii) manage and operate a Safe Routes to School Program; iii) engage in regional transportation planning and coordination; and iv) operate and support our regional van pool services. Benefits to the community include:

- Workers accessing affordable, reliable, safe transportation getting them to/from jobs.
- Senior citizens accessing affordable, reliable, safe transportation getting them to/from shopping and activities.
- Cyclists and pedestrians moving along safe, secure, and scenic routes.
- Children experiencing greater mobility and independence.
- Less traffic, more balanced transportation options, mitigated parking shortages, and higher quality of life.
- During the pandemic, transit-dependent essential workers moving to/from their essential services jobs via fare-free bus service.

7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.

Mountain Rides goals, affirmed by our Board of Directors, remain consistent and relevant:

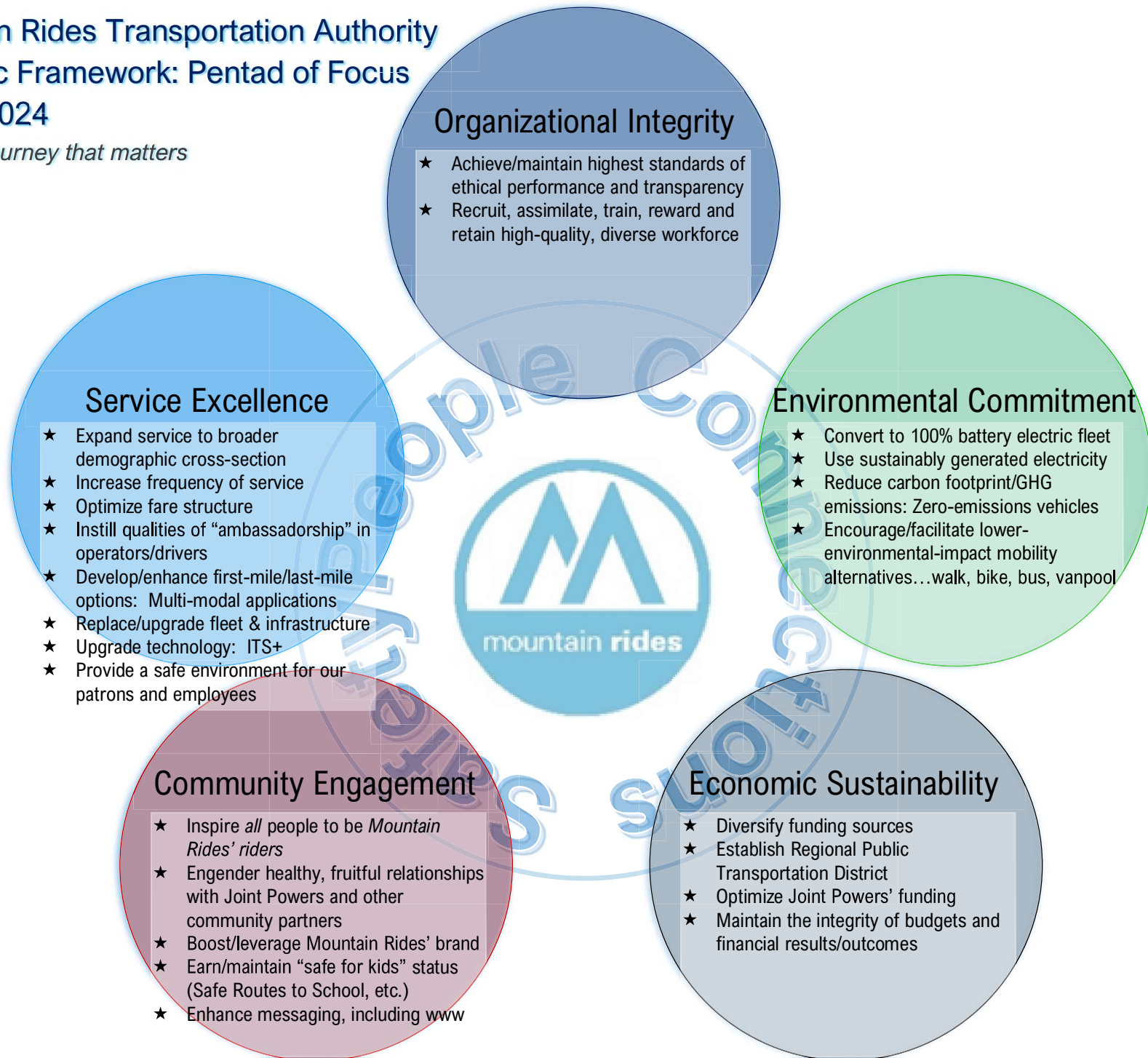
- Provide/advocate for well-funded public transportation that meets communities' needs.
- Promote knowledge and awareness of the social, financial, environmental, and community benefits of public transportation.
- Promote regional cooperation on transportation issues.

In 2022 specifically, look for Mountain Rides to:

- Operate 30,000+ hours of service on routes serving the City.
- Provide quality transportation services and infrastructure that underpin and promote livability and economic growth and vitality.
- Provide essential transportation services to transit-dependent essential workers, as the pandemic persists and wanes.
- Positively impact the local economy, with ~45 employees earning – and spending – ~\$2.3MM in annual wages and benefits.

# Mountain Rides Transportation Authority Strategic Framework: Pentad of Focus 2020 - 2024

...it's the journey that matters



**4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?**

To qualify for FTA funding, which underwrites the lion's share of our budget, Mountain Rides must receive local matching funds. There is a direct relationship – intensified by the leverage from the federal match – between funding from our Joint Powers, including Ketchum, and the quality and quantity of public transportation services we deliver. With a match of ~\$2.75 of FTA funding for each \$1.00 of local funding for operations, each \$100,000 of local funding results in ~\$375,000 of total funding, which translates to ~3,800 hours of bus service. On the Capital side, the match approximates \$4.00 of federal funding for each \$1.00 of local funding.

Mountain Rides deploys resources efficiently to deliver quality services critical to the community. Any reduced funding from Ketchum would likely trigger service cuts on our Blue & Valley Routes – serving ~400,000 riders in a normal year (~73% of MRTA ridership) – which, in turn, would exacerbate challenges – traffic congestion; parking shortages; accelerated wear-and-tear on highways/streets; safety and environmental issues due to increased single-occupancy vehicle trips – that Mountain Rides, with its service, has helped to mitigate.

For FY22, Mountain Rides is requesting from Ketchum:

- i.) For Operations/Service - \$527,000 – which represents a small increase over FY21, with, as in FY21, the deficit in this local funding to be covered by Federal CARES dollars and
- ii.) For Capital - \$160,000 – which is explicitly allocated as the local match for Federal awards earmarked for Capital Improvements, including buses, facilities, and equipment. We have adopted this new structure for our funding request in order to introduce greater clarity and transparency into the process.

**6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.**

In FY21, Mountain Rides is using City funds to:

- i. Operate and support our Valley & Blue Routes, including enhanced, more frequent, seven-day service on the Valley Route and continuing late-night service on the Blue Route
- ii. Manage and operate a Safe Routes to School Program
- iii. Engage in regional transportation planning and coordination
- iv. Operate and support our regional van pool services. Benefits to the community include:
  - Workers accessing affordable, reliable, safe transportation getting them to/from jobs
  - Senior citizens accessing affordable, reliable, safe transportation getting from to/from shopping and activities
  - Cyclists and pedestrians moving along safe, secure and scenic routes
  - Children experiencing greater mobility and independence.
  - Less traffic, more balanced transportation options, mitigated parking shortages, and higher quality of life.



## Mountain Rides – 2022 Funding Request

### Expanded View

- During the pandemic, transit-dependent essential workers moving to/from their essential services jobs via fare-free bus service.

### **7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.**

Mountain Rides goals, affirmed by our Board of Directors, remain consistent and relevant:

- Provide/advocate for well-funded public transportation that meets communities' needs.
- Promote knowledge and awareness of the social, financial, environmental, and community benefits of public transportation.
- Promote regional cooperation on transportation issues.

In 2022 specifically, look for Mountain Rides to:

- Operate 30,000+ hours of service on routes serving the City.
- Provide quality transportation services and infrastructure that underpin and promote livability and economic growth and vitality.
- Provide essential transportation services to transit-dependent essential workers, as the pandemic persists and wanes.
- Positively impact the local economy, with ~45 employees earning – and spending - ~\$2.3M in annual wages and benefits.



City of Ketchum

<b>Agency Name:</b>	Friends of the Sawtooth National Forest Avalanche Center (FSAC)
<b>Project Name:</b>	Daily Forecast Sponsor
<b>Contact Person:</b>	Stephanie Eisenbarth, FSAC Executive Director
<b>Address:</b>	PO Box 2669, Ketchum, ID 83340
<b>Email:</b>	avycenterfriends@gmail.com
<b>Phone Number:</b>	208-720-3242

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council's first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

- 
1. Amount requested for fiscal year 2022: \$ 4,000.00
  2. What percentage of your overall budget does the requested amount represent? 3 %
  3. Please list your primary funding sources other than the City and the percentage of your budget they represent:

Funding Source	% of Budget
Additional Daily Avalanche Forecast Sponsors	18%
Secured Family Foundation Contributions	20%
Secured Grants	15%
Fall Mail Campaign (individual donations) - based on 2020	22.5%
Anticipated Event Income - based on 2019	21.5%

4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?

Avalanches are responsible for more deaths than any other natural hazard on federally owned lands (USFS, BLM). Avalanche fatalities severely impact the victims' family and friends and can tear the social fabric of entire communities. The FSAC's and SAC's shared mission is to save lives by reducing avalanche risk to people recreating, working and traveling on and around the Sawtooth National Forest. The Daily Avalanche Forecasts are a critical tool for sharing avalanche and weather information with the local and tourist winter recreation community and with our professional and business community, such as Blaine County Search & Rescue, law enforcement and fire departments, snow removal and landscape services, backcountry guiding groups, and backcountry gear retailers. Our local avalanche center truly is a community effort, and reduced funding could impact our ability to meet our mission. The Daily Avalanche Forecasts truly are our most important resource to help our mountain community remain

5. Does your program or project have a strategic/business plan in place? Yes \_\_\_\_\_ No X  
If yes, please attach a copy upon submission.
6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.

For many, many years the City of Ketchum through the fire department sponsored the SAC Daily Avalanche Forecast. Unfortunately, last year due to COVID-19 financial impacts, the City suspended that support for this past season. We are hoping that the City is able to resume the partnership with the FSAC moving forward.

7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.

The FSAC's and SAC's shared mission is to save lives by reducing avalanche risk to people recreating, working and traveling on and around the Sawtooth National Forest. The FSAC's primary goal is to continue to provide funding for the SAC so that it may continue to provide reliable, accurate and actionable avalanche and weather information to the public; this includes an expanded forecast territory, improved social media outreach, and continued website improvements. The Daily Avalanche Forecast is our most important resource for sharing critical information with the public in order to save lives. A second goal, based on overwhelming participation in our virtual avalanche safety courses this season, is to move forward with hybrid educational offerings (streaming live classes). Finally, we intend to facilitate a second public beacon practice facility in the WRV.

**4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?**

Avalanches are responsible for more deaths than any other natural hazard on federally owned lands (USFS, BLM). Avalanche fatalities severely impact the victims family and friends and can tear the social fabric of entire communities. The FSAC's and SAC s shared mission is to save lives by reducing avalanche risk to people recreating, working and traveling on and around the Sawtooth National Forest. The Daily Avalanche Forecasts are a critical tool for sharing avalanche and weather information with the local and tourist winter recreation community and with our professional and business community such as Blaine County Search & Rescue, law enforcement and fire departments, snow removal and landscape services, backcountry guiding groups, and backcountry gear retailers. Our local avalanche center truly is a community effort, and reduced funding could impact our ability to meet our mission. The Daily Avalanche Forecasts truly are our most important resource to help our mountain community remain safe during the winter months.



City of Ketchum

<b>Agency Name:</b>	Sun Valley Economic Development
<b>Project Name:</b>	Economic Development
<b>Contact Person:</b>	Harry Griffith
<b>Address:</b>	POB 3893 Ketchum, ID 83340
<b>Email:</b>	harry@sunvalleyeconomy.org
<b>Phone Number:</b>	208-721-7847

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council’s first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

- 
1. Amount requested for fiscal year 2022: \$ 10,000
  2. What percentage of your overall budget does the requested amount represent? 6 %
  3. Please list your primary funding sources other than the City and the percentage of your budget they represent:

Funding Source	% of Budget
Idaho Dept of Commerce	15%
Blaine County	17%
Ketchum URA	9%
City of Sun Valley	6%
Private Sector membership	47%

4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?

Access to grant dollars from the Idaho Dept. of Commerce Rural ED Grant program would not be possible, and projected funding from the five other Blaine Co municipalities would be very difficult unless the City demonstrated leadership through this budget request. With the largest business community and employer base, Ketchum's continued support is critical. In order to leverage more than the projected \$43k in non-Ketchum. public sector and \$60k in private sector funding, the City contribution plays a pivotal "key contributor" role.

5. Does your program or project have a strategic/business plan in place? Yes  No   
If yes, please attach a copy upon submission.
6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.

1. Leadership of the Blaine Covid Recovery Committee
2. Opening of the Sun Valley Culinary Institute
3. Attraction of Project Jester with 29 potential new jobs
4. Delivery of economic data and analyses to inform public & private decision-making
5. Guidance to businesses on accessing external capital during the pandemic

This year, we completed an ROI calculation based on methodology used by other leading Idaho ED organizations. This calculation and the methodology are attached separately.

7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.

SVED delivers projects and programs that create economic value for Ketchum through:

1. More Jobs: Retain existing and attract new businesses
2. Improved Sales: Increase business traffic & reduce seasonality
3. Better Decision Making: Provide timely data & analysis on the local economy
4. Removing Obstacles: Improve the local business environment
5. Delivering Significant ROI: real and positive community-wide impact from sponsored projects & programs



**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 <sup>st</sup> & 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

City of Ketchum ROI 2020 ROI

Sun Valley Economic Development Return on Investment		Return Metrics>>	Culinary Only <sup>2</sup>	Plus Limelight TRI <sup>3</sup>	Plus Revelry TRI <sup>4</sup>	
		Annual Returns>>	\$ 478,105	\$ 2,815,105	\$ 2,815,105	
Investment Metrics <sup>1</sup>						
Ketchum 1-Yr	\$ 9,000		\$ 53	\$ 313	\$ 313	for every \$1 invested
Ketchum 3-Yr	\$ 28,000		\$ 17	\$ 101	\$ 101	
Ketchum 5-Yr	\$ 48,000		\$ 10	\$ 59	\$ 59	

Notes:

- <sup>1</sup> Includes awards to SVED only
  - <sup>2</sup> Based on Local operating & capital expenditures
  - <sup>3</sup> Based on Staff Payroll only
  - <sup>4</sup> TBD; Pending for 2021
- Methodology consistent with Southern Idaho Economic Development





City of Ketchum

<b>Agency Name:</b>	Visit Sun Valley /dbd Sun Valley Marketing Alliance
<b>Project Name:</b>	
<b>Contact Person:</b>	Scott Fortner
<b>Address:</b>	160 west Sun Valley Rd Ketchum, Idaho
<b>Email:</b>	scott@visitsunvalley.com
<b>Phone Number:</b>	

Please provide the information requested below and return via email to [aswindley@ketchumidaho.org](mailto:aswindley@ketchumidaho.org) no later than end of day, **Monday, May 10, 2021** / prior to the City Council’s first Budget Strategic Session on May 11, 2021. The Council will not be reviewing the details per application on May 11<sup>th</sup> but rather will be presented with an overall summary of all requests.

If you have any supporting documents or if additional space is needed – or any additional information you would like the City to consider – please feel free to attach.

If any of the below items do not apply to your request, please indicate with N/A.

- 
1. Amount requested for fiscal year 2022: \$ 250,000.00
  2. What percentage of your overall budget does the requested amount represent? \_\_\_\_\_ % 
  3. Please list your primary funding sources other than the City and the percentage of your budget they represent: 

Funding Source	% of Budget
Air Service Board	57
Idaho Travel Council Grant	23
City of Sun Valley	14
City of Ketchum	5
Membership Dues/booking commissions	1

4. How would your program or project be impacted if it did not receive funding from the City or if funding were reduced?

review last years letter to city on funding..

5. Does your program or project have a strategic/business plan in place? Yes  No   
If yes, please attach a copy upon submission.

6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.

The City's funding support is leveraged with our other partners to help support Destination Promotion/Tourism Management initiatives:  
Business Services?community out reach  
• Mindfulness in the Mountains -communication to visitor,business,residence  
• Community relations through the member base  
•collaboration  
• Weekly newsletter-COVI-19 updates  
• "Things You Need to Know" Toolkits for business community  
Public Relations  
• Regular communications with local and regional news entities Covid updates  
Story Pitches, hosting, information and Fam trips (Top of the mind awareness)  
Visitor Center  
• Virtual presence – stewardship to point visitors in the right direction  
• Centralized place for business to host their tangible resources  
• Pulse on the all-encompassing happenings within the community – community outreach  
• information fulfillment & requested to prospective travelers

7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.

On going -Shared expense =\$200,000  
Business services-collaboration and communications provide tool kits, with video content, creative assets and messaging  
Stewardship community relations with visitors, residence and businesses  
Visitor Center  
pilot program for ambassador program (staff roaming town & events (yellow jackets)  
Visitor, 2nd home, new the official information source provider and fulfillment for Internet, travel related sites, all activity arts, cultural specific channels  
Events calender, restaurant, retail open/closes  
PR  
Regional promotional efforts  
Experience micro site, Content creation, video and photo assets development to promote activity providers, wellness providers, art, cultural,educational and intellectual assets  
Research  
Visitor Survey  
Sales  
New Business Development role; focus on inanimate unique corporate meetings & events, event hosting site w/vunue and asset awareness with build in audience, Guided Travel wholesaler effort.  
One time initiatives-shared expense \$50,000  
Mobility data new residence, seasonal, extended stay (new migration)  
Housing Stock Short term Rental, Transient inventory, understanding of migration of Long term to short term rental  
Creative conceping;"Mindfulness In the Mountain 2.0"  
Resident sentiment survey  
GOAL maintain a resilient LOT collection through better awareness of lesser know activities to garner longer lengths of stay and increase businesses Yields/Profitability while instilling strong visitor stewardship of our community.



**2. What percentage of your overall budget does the requested amount represent?**

NOTE: Each of our current funding sources determines their contributions typically by August of each year. I have provided the current fiscal year's revenue percentages for each of our funding partners.

**6. If you received funds from the City in fiscal year 2021, please provide specific examples of how those funds were used to benefit the community.**

The City's funding support is leveraged with our other partners to help support Destination Promotion/Tourism Management initiatives:

Business Services

- Community outreach
- Mindfulness in the Mountains -communication to visitor, business, residence
- Community relations through the member base
- Collaboration
- Weekly newsletter-COVI-19 updates
- "Things You Need to Know" Toolkits for business community

Public Relations

- Regular communications with local and regional news entities Covid updates Story Pitches, hosting, information and Fam trips (Top of the mind awareness)

Visitor Center

- Virtual presence – stewardship to point visitors in the right direction
- Centralized place for business to host their tangible resources
- Pulse on the all-encompassing happenings within the community – community outreach
- information fulfillment & requested to prospective travelers

**7. If you receive funds from the City in fiscal year 2022, please provide specific goals set by your organization.**

Ongoing -Shared expense =\$200,000

- Business services-collaboration and communications provide tool kits, with video content, creative assets and messaging
- Stewardship community relations with visitors, residents, and businesses

Visitor Center

- pilot program for ambassador program (staff roaming town & events (yellow jackets)
- Visitor, 2nd home, new the official information source provider and fulfillment for Internet, travel related sites, all activity arts, cultural-specific channels

## Visit Sun Valley – 2022 Funding Request

### Expanded View

- Events calendar, restaurant, retail open/closes PR Regional promotional efforts Experience micro site, Content creation, video, and photo assets development to promote activity providers, wellness providers, art, cultural, educational and intellectual assets

### Research - Visitor Survey

Sales - New Business Development role; focus on inanimate unique corporate meetings & events, event hosting site w/ venue and asset awareness with build in audience, Guided Travel wholesaler effort.

### One-time initiatives-shared expense \$50,000

- Mobility data new residence, seasonal, extended stay (new migration)
- Housing Stock Short-term Rental, Transient inventory, understanding of migration of Long-term to short term rental
- Creative concepting;"Mindfulness In the Mountain 2.0"
- Resident sentiment survey

GOAL maintain a resilient LOT collection through better awareness of lesser-known activities to garner longer lengths of stay and increase businesses Yields/Profitability while instilling strong visitor stewardship of our community.

Visit Sun Valley | Short term - 12-month 2021 Goals as defined by Priorities  
Focus / Strategy / Strategic Initiatives

**Vision**

Sun Valley will be recognized as a leader in mountain resort lifestyle, culture, and recreation.

**Mission**

To raise the awareness of Sun Valley as a mountain resort community by attracting like-minded guests and managing experiences mindfully while respecting our community's vitality and way of life.

**Purpose**

To create a better life for our mountain community and the experience of our visitors through sustainable tourism with the strategy of right place, right message, right time.

**2021 Priorities**

Tactical Focus	Awareness, Retention, & Loyalty	Leadership in the Community
<ul style="list-style-type: none"> <li>▪ Increase the yields and profitability of guests visiting the Sun Valley area.</li> <li>▪ Limit Raw Occupancy decreases to -10% through the winter months and Room Nights Sold by -15% pending the influences of the COVID-19 pandemic.</li> <li>▪ Bring tax collections back to equal levels of the 5-year average.</li> <li>▪ Maintain consistent air service to our current nonstop flight markets during our peak seasons.</li> <li>▪ Build sustainable visitation and educate newcomers on the culture and spirit of the area.</li> <li>▪ Maintain a level of guest satisfaction (NPS) to achieve return visits.</li> <li>▪ 5% increase</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Expand the "Guest Experience"</b> <ul style="list-style-type: none"> <li>◆ Ramp up communication to existing guests.</li> <li>◆ Increase potential repeat visitors.</li> </ul> </li> <li>▪ <b>Visitor Management/Communication</b> <ul style="list-style-type: none"> <li>◆ Manage the visitor's expectations by ensuring local businesses are consistent with the messaging and delivery, particularly in this current COVID time.</li> </ul> </li> <li>▪ <b>Mindfulness in the Mountains:</b> <ul style="list-style-type: none"> <li>◆ Continue to evolve the messaging to be most meaningful and appropriate to the current climate so that visitors and residents understand what behaviors are expected of them.</li> </ul> </li> <li>▪ <b>Identify the various entities to partner with and coordinate with them to maximize the guest experience:</b> <ul style="list-style-type: none"> <li>◆ Define the relationships and determine how VSV will participate.</li> </ul> </li> <li>▪ <b>Quality of life for locals and visitors alike</b> <ul style="list-style-type: none"> <li>◆ <i>The Sun Valley Commitment:</i> Informing and reminding guests, part-time residents, and locals alike what the SV mountain culture means to us.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Expand Community understanding of VSV, and the value proposition</b></li> <li>▪ <b>Develop a Community Relations</b> campaign to support improving image with quarterly press releases.</li> <li>▪ <b>Improve and increase public opinion</b> and trust that VSV is committed to sustainable and mindful tourism.</li> <li>▪ <b>Continue to build community relations</b> by listening and striving to understand better the concerns of over-tourism as expressed by the community.</li> <li>▪ <b>Develop communication talking points</b> to guide the Board and Advisory Board on our messaging to include what we do and what we don't do.</li> <li>▪ <b>Inform and utilize Board</b> in proactive activities.</li> <li>▪ <b>Continue to activate Advisory Board</b> to help lead in this initiative.</li> <li>▪ <b>Build awareness</b> of the community ecosystem.</li> <li>▪ <b>Develop continuing brand experience training</b> for the community.</li> </ul>

## Activities / Action Steps

Tactical Focus	Awareness, Retention, & Loyalty	Leadership in the Community
<ul style="list-style-type: none"> <li>▪ Engaging repeat visitors to encourage visitation in opposite seasons that they have traveled here.</li> <li>▪ Leverage access to the wide array of outdoor spaces in our PR &amp; advertising efforts.</li> <li>▪ Continue connection with our nonstop flight markets to ensure awareness of the air access to Sun Valley driven by our <i>Getting Here</i> landing page.</li> <li>▪ Engaging with regional drive audiences.</li> <li>▪ Evaluation of more stable funding models.</li> <li>▪ Work with stakeholders to make well-informed strategic decisions for the future growth of the Wood River Valley.</li> <li>▪ Create awareness for Sun Valley and the Epic Pass partnership, as well as the Sun Valley Resort terrain expansion.</li> <li>▪ Look for opportunities to increase the dollar value of the guest through longer lengths of stay and increased spending.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inform visitors of the plethora of activities and experiences that the area offers to increase spend and length of stay.</li> <li>▪ Promote <i>Mindfulness in the Mountains</i> awareness of stewardship and education for new visitors &amp; residents.</li> <li>▪ Adapt the <i>Lifetime Value of the Guest</i> to reflect the changes in visitor behaviors and patterns.</li> <li>▪ Work with lodging properties to build promotions and value-added offerings that entice visitors during low occupancy periods.</li> </ul> <p style="text-align: center;"><b><i>Right Person, Right Place, Right Time</i></b></p>	<ul style="list-style-type: none"> <li>▪ Collaborate and partner with groups, organizations, and businesses that have the greatest impact on our Mission, Vision &amp; Purpose.</li> </ul> <p style="padding-left: 20px;">We will align on key topics, issues, and opportunities that support our objectives.</p> <ul style="list-style-type: none"> <li>▪ Show value-add by providing Information, research, and data to our stakeholders and funding partners.</li> </ul> <p style="padding-left: 20px;">Create/develop, communicate, and promote.</p> <ul style="list-style-type: none"> <li>▪ Continued development and distribution of COVID related messaging. Coordinate with the City's and appropriate agencies to create consistent messaging.</li> <li>▪ Support ongoing evaluation of more stable funding models and partner with WRVTC as needed.</li> <li>▪ Work with stakeholders to make well-informed strategic decisions for the future growth of the Wood River Valley.</li> </ul>