



2026 Strategic Plan - Framework

Performance Objective Number	Action Plan Category	Strategic Categories
1	Business Retention, Expansion, Attraction and Start-up	POSITIVE BUSINESS ENVIRONMENT
2		HOUSING & ACCOMMODATION
3		INFRASTRUCTURE
4		WORKFORCE DEVELOPMENT
5	Place Making	RECREATION
6		EVENTS
7		RESILIENCE
8	Organization	LEADERSHIP
9		MEMBERSHIP
10		FINANCIAL
11		GOVERNANCE

Strategic Plan - Business Retention, Expansion, Attraction & Start-up

	Maintain & Create a Positive Business Environment by....	How	Priority (3=Hi)	Frequency (3=Hi)	Examples / Targets
1	Attracting and recruiting specific kinds of small businesses that “fit” with our valley	Word-of-mouth via SVED sphere of influence; Targeted Advertising (e.g. airport) & Graphics (e.g. “Re-create”); Supporting Partner Org’s (VSV, Fly)	3	1	F&B, Financial Svcs., Outdoor Rec, Property Mgmt., Mortuary, Other Professional
2	Supporting Idaho Dept of Commerce Initiatives and site-selection RFP’s	Responding promptly to any inquiries / opportunities that arise	3	1	Smaller low-infrastructure need companies
3	Facilitating Idaho / National Org. grant applications for businesses as well as cities / BC	Vetting, then sharing opportunities that we learn of; assisting applicants with the process as needed	3	2	Tools for Businesses: TRI and Property Tax Exemption (mixed use & potential PUD’s); Advantage, STEP, others
4	Maintaining regular outreach to local businesses and organizations via a variety of communication channels	Meetings & phone calls Newsletters (incl. partner org’s) & Surveys Targeted emails (forwarding smthg. of use)	3+	3	Existing and lapsed SVED member database; New prospects, incl. minority-owned businesses
5	Providing access to external funding sources	Organizing workshops Understanding and sharing opps from local/regional banks Opportunity Zone 2.0	3	1	Maintain loan approval role with Frontier Community Resources SBA / SBDC 504b, 7a & Revolving loans Idaho First, Zion
6	Providing access to community education / training on germane topics via a variety of forums	Preparing periodic economic analyses Newsletters Roundtables	3	3	Economic Profiles, Webinars RT Topics: Cyber-security, AWC ‘27, succession planning, etc.
7	Working with cities / BC to streamline regulations and processes for transparency, consistency & ease of use.	Participating in local government Providing economic data/analysis in support	3	3	Code re-write’s, TAG, Comp Plans Emphasize regional approach
8	Advocating at the cities and county on issues supporting this Strategic Plan element	Participating in local government Helping new business opps get thru process Sponsorship of incubator	3	3	LOT renewals, letters of support

Strategic Plan - Housing, Accommodation & Infrastructure

	Work alongside Lead Organizations to achieve....	How	Priority (3=Hi)	Frequency (3=Hi)	Examples / Targets
1	An increase in accessible Housing & Rental Options	Work with cities/BC on policy Support community housing efforts Workforce demand/delivery analysis Re-survey key industry sector needs Short Term Rental market analysis Large multi-family projects consulting	3	2	Rent rates, residency restrictions ARCH, Housing Trust, BCHA Support ST>LT rental conversion Evaluate Picabo ACI / Re-zone Urban Influence Boundary (BC code)?
2	Improved Transient Accommodation Options	Support Hotel & Housing projects Support WR Tourism & Lodging Coalitions	2	2	SV Village advocacy Support Valley Chamber, VSV Data analysis, AWC integration, etc.
3	Improved Transportation Systems	Support Fly SUN & Mountain Rides Advocate with ITD as necessary Analyze parking policies/projects/options & coordinate with others (e.g. KBAC for Ketchum)	2	2	Airport access re-config in Hailey Trail Creek Bridge
4	Improved community wildfire resilience	Supporting defensive regulations, 5B CAN Advocating for better fire water response systems Advocating for insurability fairness	2	2	Local ordinance development Grant & other funding opportunities
5	Expanded Aging Infrastructure	Support senior facility developments Support St. Luke's WR, other org's	2	1	Assisted Living, Care and Medical Programs Local coroner/mortuary succession
6	Utility & Infrastructure Capacity	Monitor needs in power, water/sewage and participate as needed	1	1	Grants for Carey and Bellevue wastewater infra Participate in Idaho Power Energy Academy

Strategic Plan - Workforce Development

	Improve Linkages between Employers and Future Workers by....	How	Priority (3=Hi)	Frequency (3=Hi)	Examples / Targets
1	Expanding vocational bootcamps and pre-apprenticeship programs	Survey needs of employers (update talent needs analysis) Advance with F+W and Educators, both post-secondary (CSI, BSU, ISU) and local HS	3	2	Expand pilots & add new skill sectors Support Far + Wise efforts Supplement with grant opps where possible
2	Raising Awareness for Internship Opportunities	Ongoing discussions with employers, educators	2	1	BSU Resort & Hospitality w/ local hotels
3	Leveraging TPM Infrastructure	Explore with Brett at CSI Idaho WDC	2	1	Learn tpm basics Middle Mgmt Talent Optimization training
4	Improving Access to Talent	Quality of Place marketing Remote worker engagement	1	1	New QOP metrics & campaign Remote Worker Coalition
5	Supporting other Lead Organizations in their efforts	Labor statistics analysis Other economic data support	2	1	Unemployment/inflation, cost of living, wage gaps, etc. WR ELC

Strategic Plan - Placemaking

	Support Lead Organizations in their efforts to deliver events, recreation and resiliency in the community by....	How	Priority (3=Hi)	Frequency (3=Hi)	Examples / Targets
1	Demonstrating economic improvement of recreational assets & opportunities	Work with cities, districts, outdoor rec groups, sports associations Expand RV park	3	2	BCRD (levy), Sports Groups, Heli-ski Rodeo grounds usage / conversion
2	Improving economic impact of events	Conduct selective EIA's Coordinate with VSV and Valley Chamber Support SV with AWC '27 Preparation	3	2	SVMF, Hailey Ice, TOTS, other Co-host event; Cross-marketing Local business sponsorship Deliver project support, wax huts? '25 lessons learned
3	Enhancing community sustainability & resilience	Support Sustainability and forest health initiatives Support wildfire risk mitigation Support community development	3	1	5B CAN (C-PACE intro?) US Forest Service Ketchum Housing Carey Grocery Store Bellevue Community Center
4	Educating & Advocating	Producing Statistics for the Economic Almanac / Profiles	3	1	RT Events, Mountain Express LinkedIn re-posts, podcasts, social media

Strategic Plan - Organization

	Strengthen the organization by....	How	Priority (3=Hi)	Frequency (3=Hi)	Examples / Targets
1	Leveraging the relationships, skills, ideas and approaches of its Board Members	Refresh Board regularly Review Board term limits Pull Board Members into discrete tasks (between Board Meetings) Have Board Members recruit members into SVED and get involved in stewardship	3	3	Cultivate potential new members Maintain diversity/secure new skills Marketing feedback, Advocacy Task Force
2	Expanding the Membership roster (#'s and \$'s)	Enhance membership value proposition Re-visiting Lapsed Members Uncovering New Members Broadcast SVED successes	3+	3	Adjust membership benefits '26 Goal might be: 75 Members and 75k pledged Industry-based outreach by Board Members
3	Adhering to budget and increasing it over time	Growing the revenue (grants & membership) will allow expansion of work / program capacity	3	2	Learn from 2026 financials to fine-tune future budgets Look to other fees (consulting, grant admin) to augment revs
4	Manage good governance processes	ED support Board leadership Learn from other's best practices	3	1	Annual retreat Spur, IEDA, other Rural ED Pros, etc.
5	Making it easier to pay, renew dues	Work with Toni on ACH, other processes	3	1	