



**SUN VALLEY
ECONOMIC
DEVELOPMENT**

SVED 2023 Strategic Plan

APPROVED

2023 Action Plan - Framework

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

Strategic Plan - Business Attraction, Creation, Expansion & Retention

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Attract & recruit specific/ focused relocation leads	Food & Beverage services Small professional offices Outdoor recreation startups	3	New/existing restaurants/brands Professional, PE, VCs, etc. Ski, bike, etc
2	Respond to Commerce RFPs	As needed	2	Smaller low-infrastructure co's
3	Solicit & draft Idaho incentive/other grant applications	Tax Reimbursement Incentive (TRI) Property Tax Exemption (PTE) Advantage, STEP & other	3	SUN FBO 2, etc Steadfast Prop, etc.
4	Regular outreach to local businesses and organizations	Meetings & phone calls Succession planning	3	Commerce 75 list, minority business Aging business owners
5	Provide access to external funding sources	SBA program applications BBB grant applications Other agency applications Local grant applications	3	SBA loan application candidates Seminars & grant support Advise on other grant programs
6	Community education & advocacy	Prepare periodic economic analyses Publish membership newsletters Advocate on critical business issues	3	Quarterly issuance Monthly issuance Regultry issues, LOT, new technology

Strategic Plan - Housing/Accommodation & Infrastructure

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Community Education & Advocacy	Affordable, Middle Income, Professional Multi-family, Tiny Home, other Regulatory policy changes Increase supply incentives LOT for housing	3	Analysis, tracking & reporting Steadfast, ARCH, other Height, density, other zoning policies Property Tax Exemption improvement Analysis for ballot measure
2	Increase Accessible Rental Options	Long-term rental incentive policies Short Term Rental market analysis	2	Rent rates, residency restrictions Incentivize ST>LT rental conversion
3	Expand Accommodation & Lodging Options	Hotel projects Support WR Tourism & Lodging Coalitions	2	Marriott Signature, Harriman, etc ExCo participation & data analysis
4	Expand Sustainability Infrastructure	Sustainability Committee participation Baldy Forest Health participation Identify & share grant opportunities	2	Support lead organization efforts
5	Improve Transportation Systems	Increase SUN access & capabilities Improve Commuting/Public Transit	1	Support lead organization efforts

Strategic Plan - Workforce

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Improve Vocational Pathways	Leverage TPM® infrastructure Build Apprenticeship programs Create Internship/other programs	3	Inventory business needs SV Culinary Institute, Const/Trades Engage local educators & NFPs
2	Expand Childcare Options	Increase existing capacity Develop new capacity	2	Early Youth Educational committee participation
3	Attract Talent	Quality of Place marketing Remote worker marketing Corporate event leverage	1	New QOP metrics & campaign Friends & family, trailing spouses, etc Enhance experiences & exposure
4	Community Education & Advocacy	Living wage/ALICE analysis Labor statistics analysis	1	Support lead organization efforts Analyze workforce gaps

Strategic Plan - Place Making/Training/Other

	Potential Strategy	Potential Tactics/Projects	Priority/ Weight (3=Hi)	Potential Targets
1	Increase recreational assets & opportunities	Grow Sun Valley Culinary Institute Baldy Forest Health participation Develop new RV parks	3	Increase BCSD & rest. engagement Private land match applications Parcel advocacy
2	Deliver SVED Community Events	Conduct 1-3 Forums and/or Summit Implement social media program	3	Keynote speakers, vibrant themes LinkedIn, etc
3	Improve SVED team skills & influence	Increased IEDA engagement RIVDA Loan Board participation	2	Participate in Legislative committee Conduct SBA regional loan reviews
4	Expand Membership rooster	Improve member value proposition Sustain participating membership Broadcast SVED successes	3	Adjust membership benefits Achieve 75 business outreach target ROI methodology
5	Maintain/improve Financial Performance	Optimize P&L performance Secure additional grants Optimize EIDL loan	3	Positive Summit & overall P&L iWDC/other program admin. fees Secure incremental interest
6	Optimize organizational Structure	Evaluate collaboration alternatives Refresh Board Access additional work capacity	3	Other NFPs Diversity & new blood Board volunteers, interns, other

SVED 2023 Performance Criteria

ANNUAL PERFORMANCE CRITERIA (DRAFT)					
Performance Objective Number	Action Plan Category	Performance Criteria/Assessment	Target Date for Delivery	Weight (1=lo, 3=hi)	%
1	Business Attraction, Retention & Expansion	Attract & recruit businesses for relocation based on targeted criteria such as industry, scale, local impacts & doability; support with provision of timely advise/ data	30-Dec-23	3	13%
2		Advocate for and/or support five (5) local businesses with economic development objectives and/or with government incentive programs.	30-Dec-23	3	13%
3		Develop/support workforce housing project implementation	30-Dec-23	3	13%
4		Participate in five (5) tourism/hospitality-related expansion activities/programs	30-Dec-23	2	8%
5		Support expansion of professional & other programs at Sun Valley Culinary Institute	30-Dec-23	2	8%
6	Place Making	Provide strategic and/or analytical support to three (3) community events, organizations and/or networks	30-Dec-23	1	4%
7		Deliver three (3) community educational events	30-Nov-23	2	8%
8		Conduct a minimum of six (6) annual conversations with each local government/representative	30-Dec-23	2	8%
9	Training	Participate in eight (8) community economic development seminars, conferences, networking, webinar and/or other events	30-Dec-23	1	4%
10	Other	Outreach to eight (8) local businesses/organizations per month	30-Dec-23	3	13%
11		Secure seven (7) new or lapsed members, and maintain YE membership of 75	30-Dec-23	2	8%
12		Maintain three (3) year ROI of at least \$5 delivered for each \$1 invested by community	30-Dec-23	3	13%
13		Deliver positive YE net operating income	30-Dec-23	3	13%