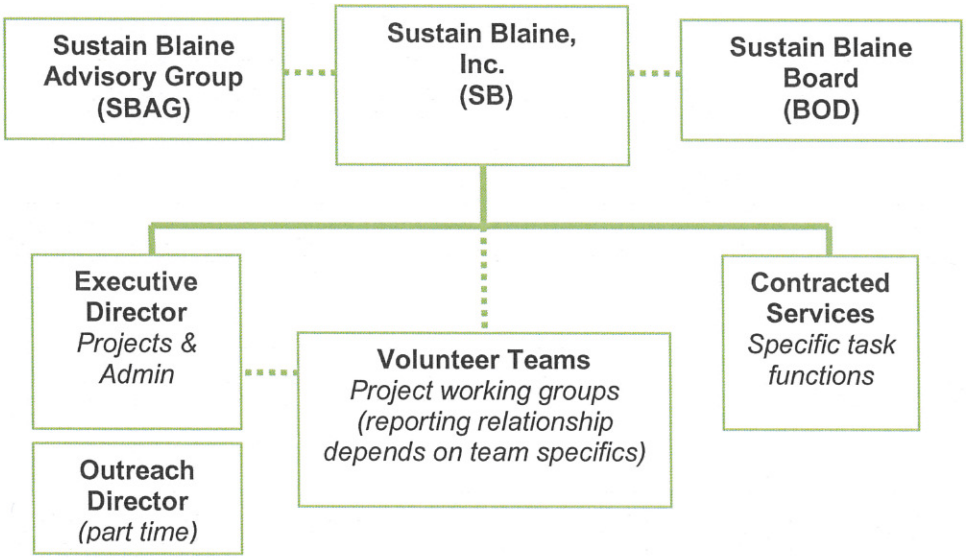
APPROVED JANUARY 16, 2013

2013 ACTION PLAN
For
*Sustain*Blaine

Serving the communities of Bellevue, Carey, Hailey, Ketchum, Sun Valley and Blaine County, ID

The vision of *Sustain*Blaine (SB) is to "achieve sustainable economic growth throughout the Sun Valley Region" while its mission is to "preserve and advance the Sun Valley Region's economic vitality, diversity and values of its citizens". Priority areas of strategic focus will be business retention/ expansion/attraction, economic analysis, community education, advocacy and incubator projects.

SB was formed as a 501(c) 6 in January 2010 as the countywide entity with the legal authority to implement the *Go*Blaine! Strategy of 2009 prepared by TIPs Strategies.



The 15 member Board (BOD) includes nine representatives from the private sector and six representatives from the public sector, with one from each of the Blaine County municipal bodies. The BOD is nominated, selected and supported by the Sustain Blaine Advisory Group (SBAG) which is composed of more than 40 individuals representing approximately 20 business sectors across Blaine County. The BOD relies on the SBAG for advice, community input and support in accomplishing each specific project.

Full implementation of the strategy will be a multi-year effort, and SB has established an annual Action Plan to guide delivery of this strategy. The following Action Plan identifies short-term Projects and longer-term Programs which SB will pursue to achieve its objectives.

SUSTAIN BLAINE PROJECTS 2013

Project 1: Secure Improved Air Service

Debate about the future of air services in the Wood River Valley continues to take place without solid economic facts and risk evaluations. SB will seek to shape community opinions within a framework of the economic benefits of air services by organizing forums and conducting economic analyses. SB's will position its approach by providing factual economic data to local marketing organizations/businesses/ organization, city governments, and the Friedman Memorial Airport Authority.

Deliverables: Conduct periodic economic analysis and polling on critical issues. Prepare periodic media articles or convene public forums on such analyses and polling. Provide ongoing technical analysis on economics of air service to community as required. Support LOT ballot initiative(s).

Project 2: Establish Sun Valley Culinary Institute

A culinary institute in the Wood River Valley could build on the existing resources of world-class local chefs and food events, great local restaurants, a budding foodie culture, and local educational program management expertise to create a unique enterprise in the Inter-mountain West. SB will leverage the 2012 draft business plan to build a robust business partnership between the College of Southern Idaho and the local community for development of the Sun Valley Culinary Institute.

Deliverables: Fine-tune draft business plan based on feedback from experts and potential investors. Establish community-sponsored legal entity for partnership with CSI and secure required 1st phase venture capital funding. Negotiate and execute required partnership agreements. Hand over project to new operating consortium. Secure financial support for SB incubator efforts by way of development/management fees as appropriate.

Project 3: Develop Nordic Olympic & Paralympic Training Site Potential

The Sun Valley Region was designated as the 15th U.S. Olympic Committee Training Site (OTS) in October 2012. SB will support the Sun Valley Ski Educational Foundation (as Local Operator) together with its partners (the Wood River Ability Program, Blaine County Recreation District, and Sun Valley Company) by seeking new business attraction and/or expansion opportunities related to TS operations and activities

Deliverables: Work with the SVSEF and partners to identify and progress local business opportunities in focus areas such as sports medicine, athlete dormitories, and facility/other asset expansions. Help identify and secure relationships with potential new partners and financial sponsors.

Project 4: Organize Sun Valley Region Ready Team and Process
Blaine County lacks an organized "Ready Team" process to field business attraction and relocation leads. SB will plan and establish this organizational capacity for potential future needs.

Deliverables: Identify required skills and potential members, and solicit membership. Establish rules of engagement via bi-lateral Memorandums of Understanding. Build tools and mechanisms to streamline team engagement. Conduct training and/or dry run based on case study or no-reality lead. Convene team and respond to leads as required. Educate community on the existence of Ready Team and process.

Project 5: Prepare Community Economic & Statistical Profiles
Blaine County municipalities require reliable, timely, and relevant economic statistics to support economic development activities. SB will prepare an updated and standard set of economic statistics and indicators to allow for annual comparisons between municipalities, as well as provide benchmarks to help measure economic trends.

Deliverables: Prepare 2012 economic profiles for each municipality. Distribute and publicize updated profiles. Provide city staff with training for future data collection and production of profiles.

Project 6: Organize and Deliver 2nd Annual Economic Summit
SB's 1st annual economic summit created a unique forum for community stakeholders to objectively assess our economic climate and trends, how they compare with other resorts/nationally, and to discuss challenges and opportunities. SB will build on last year's summit by attracting national thought leaders and key local businesses to discuss a variety of critical topics and share ideas regarding our economic development trajectory.

Deliverables: Develop summit theme(s) and procure relevant speakers. Cultivate and attract required sponsorship. Plan and manage the delivery of a successful summit.

Project 7: Foster Innovation via ...(tbd)
Innovation and entrepreneurial activity have been identified as a potential means to grow the local economy while diversifying the business and demographic base. SB will evaluate specific opportunities to support ongoing and prospective innovation efforts and select one or more for project implementation

Deliverables: tbd

SUSTAIN BLAINE PROGRAMS 2013

Program A: Pursue Business Attraction Leads

Attraction of new businesses to the Sun Valley Region is important to create economic diversity and vitality. SB will create a Ready Team to field leads for business relocations into Blaine County as an on-going Program. Potential sectors for business attraction as identified in the *Go*Blaine strategy include diversified tourism, clean-tech, rec-tech, health & wellness and agriculture. SB will focus on unique opportunities to pursue high potential/low cost attraction strategies.

> Deliverables: As required, field inquiries from businesses interested in relocating to the County and facilitate their evaluation, planning and (if appropriate) move to the Region. In conjunction with the Cities, initiate selective high value recruitment activities

Program B: Conduct Business Outreach

Understanding the real-time business environment is critical to for business expansion and retention. SB will periodically meet with local businesses as part of an on-going program to monitor economic health. Businesses across a mix of sectors and geographies will be visited to discover challenges confronting local businesses as well as opportunities for growth. This information will be used to guide SB's strategy and provide discrete opportunities to develop Projects and Programs which can benefit the local business community.

> Deliverables: Plan and organize visits of select local businesses. Conduct field interviews with senior management. Track highlighted problems and/or opportunities. Use visit data to identify possible Projects and Programs. Report findings to Board and municipalities as appropriate.

Program C: Conduct Economic Impact Analyses

Accurate, relevant and timely economic analysis of specific community events, activities and programs can provide useful insights on opportunities to improve the local economy. SB has already conducted a series of economic impact analyses on various events and recreational sectors and plans to continue this work in the future. Future economic impact analyses will seek to better understand major contributors to both tourism and non-tourism economic sectors, and be used to develop recommendations to businesses and organizations.

> Deliverables: Prepare direct, indirect and induced economic impact analyses. Develop benchmarks based on participants and economic values. Periodically present analytical findings to community and media to inform and educate. Continue to transfer responsibility for subsequent year economic analyses to key stakeholders.

Program D: Educate Community on Economic Issues
Limited informative, accurate and up-to-date information is available in our community on a wide variety of economic issues. SB will periodically provide economic information to the community via meetings, forums, media articles and social media/web postings. The educational focus will be on a wide variety of local economic topics including business activity, employment, housing, tourism, education, government efficiency and other issues of interest to the community. Relevant comparisons with national, regional and resort community trends will be highlighted.

Deliverables: Develop planning calendar detailing communications dates and methods. Organize periodic educational events. Initiate community newsletter series for mailing list.

Program E: Advocate on Critical Community Issues
Periodically, important community issues will arise which could benefit from rational advocacy in favor of business interests. SB will work with local governments, economic development, and other organizations to ensure economic issues and interests are fully considered and appropriately addressed. It is anticipated that topics of significance in the near term will include air service, utility enhancements, comprehensive plan preparation and land-use planning.

Deliverables: Support FMAA and FSVA efforts to improve, expand and educate on air service options. Support City and County efforts to update comprehensive plans. Evaluate options and proposals with regard to utility enhancements and land-use planning. Support Cities on hotel development and other tourism/recreational initiatives. Maintain awareness on other emerging community topics of significance. Use economic analysis and polling devices to inform and elicit community perspectives.

Program F: Support Infrastructure Improvements for Businesses.
Communications, utility and transportation networks are important infrastructure components that can support expansion and retention of existing businesses as well as potential attraction of new businesses. SB will work with local governments, economic development and other organizations to periodically evaluate current telecommunications, internet, utility, and other business infrastructure services to identify opportunities for enhancing service levels to world-class standards at market prices.

Deliverables: Participate in committees engaged in the evaluation of infrastructure improvements as appropriate. Support community negotiations with infrastructure providers as required.

Program G: Increase SB's Impact on Economic Development Initiatives
SB will seek to improve its organizational capabilities, governance processes, public credibility and fundraising capabilities as part of an on-going Program. It will also seek to increase its impact and credibility with both public and private sector leadership. A priority for this year will be to evaluate opportunities to collaborate and cooperate with other economic development entities and streamline the community dialogue on economic development issues.

Deliverables: Maintain an active and viable BOD, along with a representative and inclusive Advisory Group to provide critical linkages with the professional, public, social and cultural institutions of Blaine County. Open regular dialogue with other local economic development organizations about combining/sharing resources and cooperating on projects/programs. Evaluate opportunities for integration with WREP and /or other economic development organizations. Develop long-term fundraising strategy and program.

Sustain Blaine Strategic Priority & Focus 2013

In order to ensure an appropriate strategic balance in the Action Plan, each Project and Program has been allocated to no more than two of the following strategic focus areas.

#	Name	Attract	Expand	Retain	Analyze	Educate	Advocate	Incubate
1	Air	X	X	X	X	X	XX	
2	Culinary	X						XX
3	OTS		XX					X
4	Ready	X	X					
5	Stats				XX			
6	Summit				X	XX	X	
7	Innovate	X	X					
A	Leads	XX						
B	Outreach		X	XX				
C	Analyze				XX			
D	Educate					XX		
E	Advocate						XX	
F	Infrastuct	X	X	X				
G	Impact				X	X	XX	

Based on this assessment, the 2013 Action Plan is reasonably balanced across the seven key strategic focus areas identified by the SB Board of Directors.

Action Plan - Current Status Update January 2013

Project #	Name	Summary Action (s)	Key Strategic Focus	Status	Recent Activities
1	Air	Secure Improved Air Service	Advocacy	4	Sitting member of Yes-to-Air; planning airport closure analysis
2	Culinary	Establish Sun Valley Culinary Institute	Incubation	4	Pending presentation to CSI Board; seeking business school due diligence team
3	OTS	Develop Olympic & Paralympic Training Site potential	Business Expansion	4	Prepared signage package for USOC approval; support planning for community education/event
4	Ready	Organize Sun Valley Region Ready Team for relocations	Business Attraction & Expansion	5	Identifying critical skills & potential members
5	Stats	Prepare community economic & statistical profiles	Analysis	5	Data gathering; BC brochure planning started
6	Summit	Organize Community Economic Summit	Advocacy	5	Commenced planning for 2013 program
7	Innovate	Foster business innovation…	Business Attraction & Expansion	3	Evaluating project options
Program #	**Name**				
A	Leads	Pursue business attraction leads	Business Attraction	4	No new DOC initiatives received during period
B	Outreach	Conduct business outreach	Business Retention	4	Preparing 2013 outreach calendar; prepared 2013 Fundraising strategy; initiated constant contact newsletter
C	Analyze	Conduct economic impact analyses	Analysis	5	Updating Events economic impacts for 2012; preparing trail survey, visitor stats & TCS economic impact analyses
D	Educate	Educate community on economic issues	Education	4	Planning for "Year-in-Review" forum
E	Advocate	Advocate on critical community issues	Advocacy	3	Preparing support letter for BCRD trails construction grant; discussing air service options with FMAA
F	Infrastructr	Support infrastructure improvements for businesses	Business Attraction, Expansion & Retention	5	Selected Co-chair of K-Broadband committee; supporting Strategy RFP process
G	Impact	Increase SB impact on economic development initiatives	Advocacy	4	Evaluating ED integration opportunities and organizing next Big Tent initiative

Key: 5=No risks to delivery, 4=minor risks to delivery, 3=moderate risks to delivery, 2=significant risks to delivery, 1=unlikely to deliver, 0=not currently applicable

SustainBlaine

Promoting Economic Vitality

Sustain Blaine -Update on Sun Valley Culinary Institute Initiative

SV City Council

January 2013

CSI

City of KETCHUM Small Town, Big Life

Sun Valley

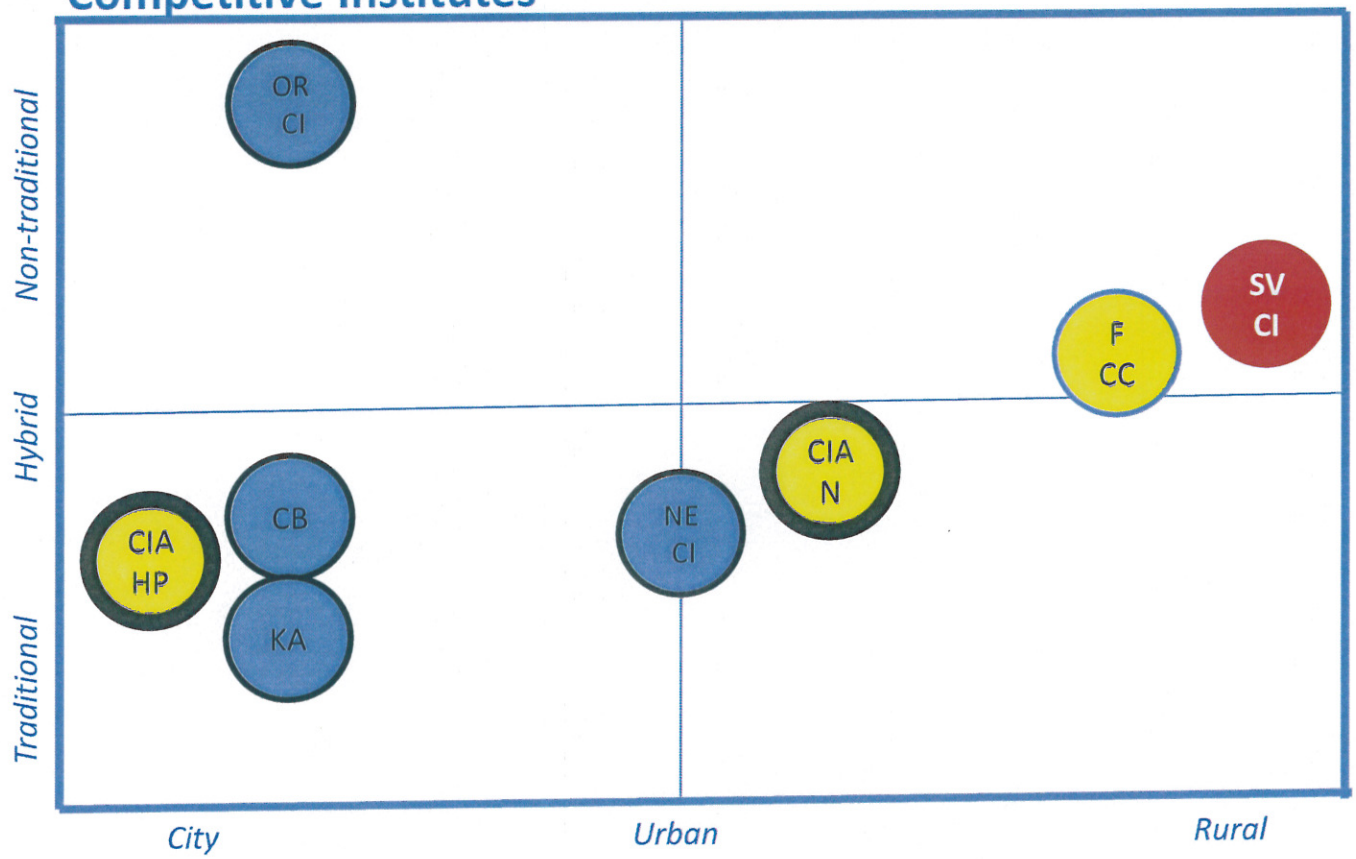
SUN VALLEY harvest festival

Business Plan - Strategy

Critical Value Components

Celebrity Chefs
Multiple Revenue Streams
North Valley Location
Experienced Educational Operator
Sun Valley Brand & Amenities
Existing Food Culture & Events

Competitive Institutes



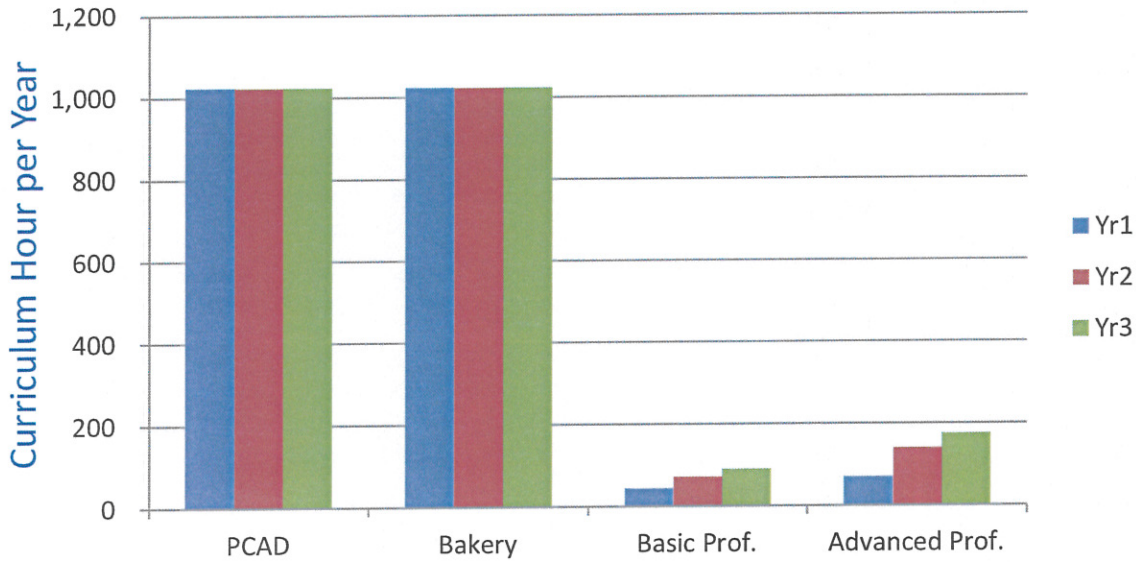
Strategic Drivers:

- Collaboration around existing community assets
- Unique unexploited competitive niche
- Immediate & long-term sustainable business model

Business Plan – Customers & Markets

Educational Offerings	Degree or Certificate Program	Customer Demographic	Initial Marketing Area	Ultimate Marketing Area
Culinary & Bakery Programs	2-Yr Occupational Science degree	17-22 youth & older career changers	South Idaho	Nationwide
Professionals Programs	Professional Certificates	Entry-level, journeyman & experienced food professionals	Intermountain West	Internationally
Non-Academic Programs	Potential for professional certificates	Foodies & Tourists 2nd Homeowners	Nationwide	Internationally

Business Plan - Operations

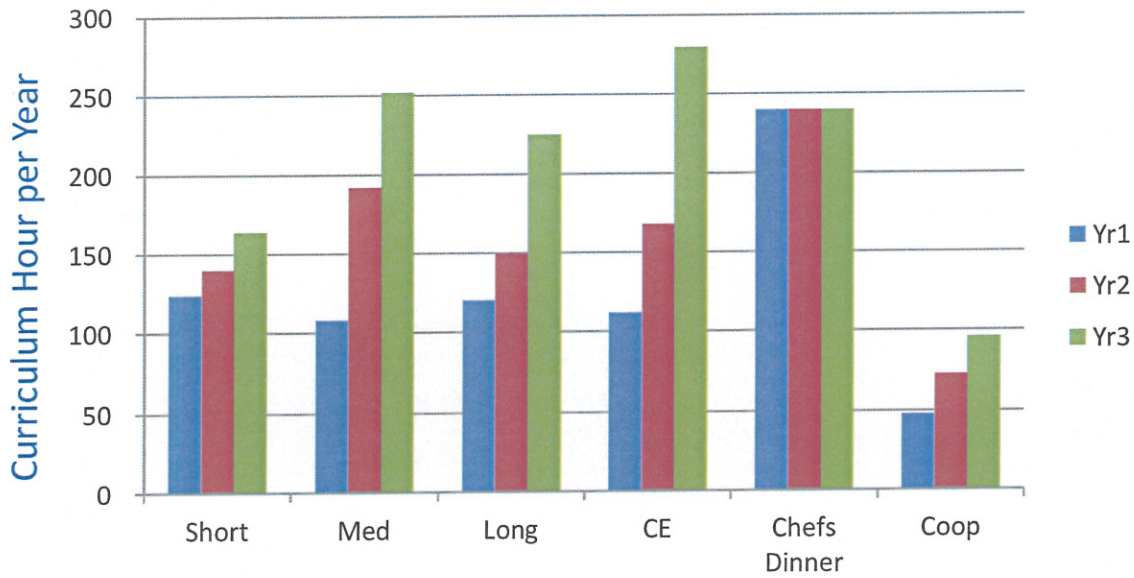


Academic Programs:

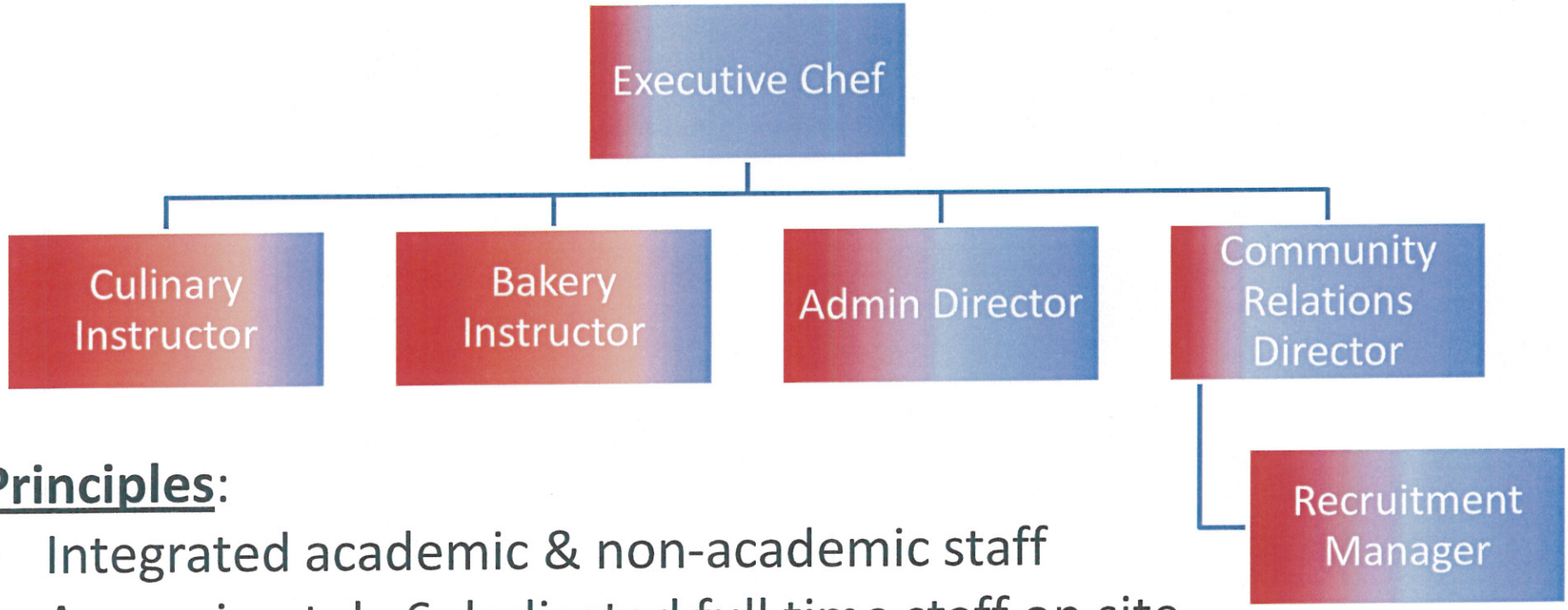
- Fully controlled & staffed by CSI
- ACF accredited program structure
- Traditional academic year schedule for core programs
- Delivered entirely in Blaine Co facilities
- Modest growth in high margin professional programs

Non-Academic Programs:

- Managed by non-academic faculty
- Creative & nationally competitive program offerings
- Opportunistic schedule for tourism seasonality
- Delivered in Sun Valley kitchen facility around academic program schedule
- Strong growth as reputation and marketing improve



Business Plan – Organization



Principles:

- Integrated academic & non-academic staff
- Approximately 6 dedicated full time staff on site
- Paced build up over 1st three years
- Reliance on additional core support services from CSI
- Instruction supplemented by both local & celebrity resources
- Staff costs allocated in proportion to accountabilities with circa 3 Academic, 3 Non-Academic

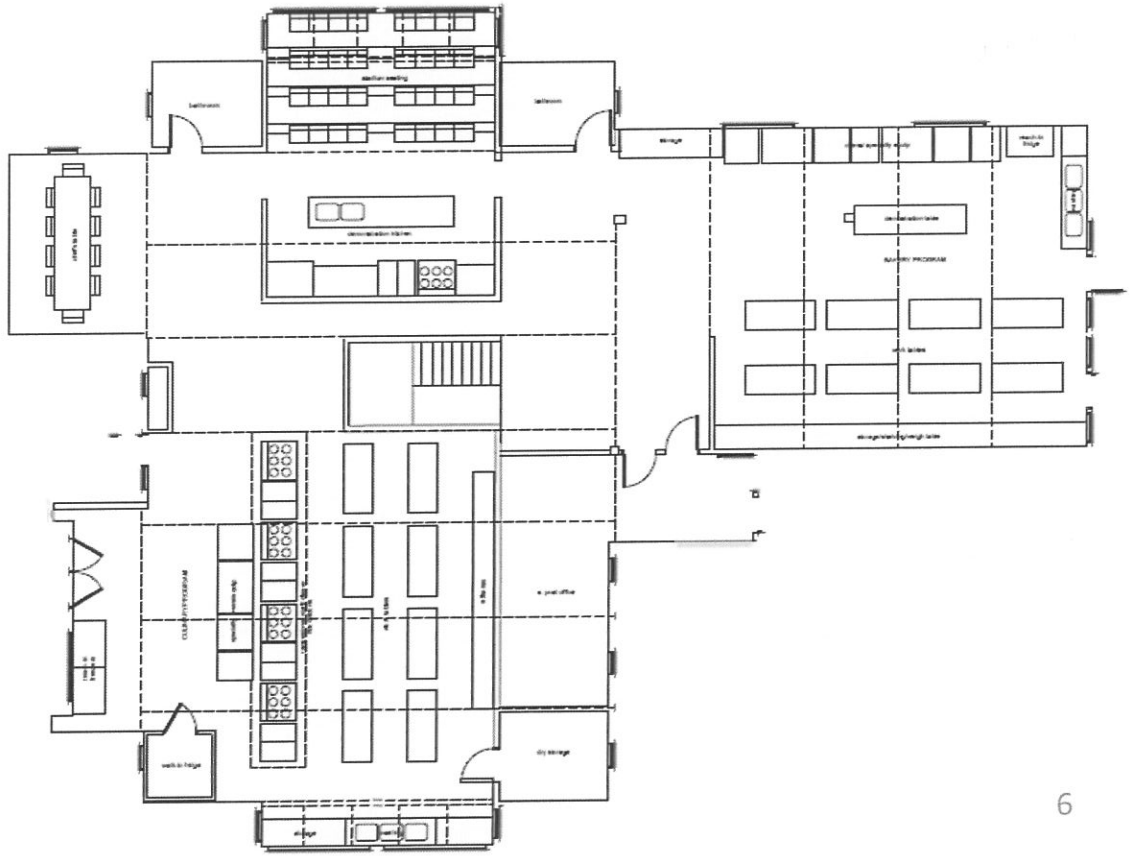
Business Plan - Facilities

Principles:

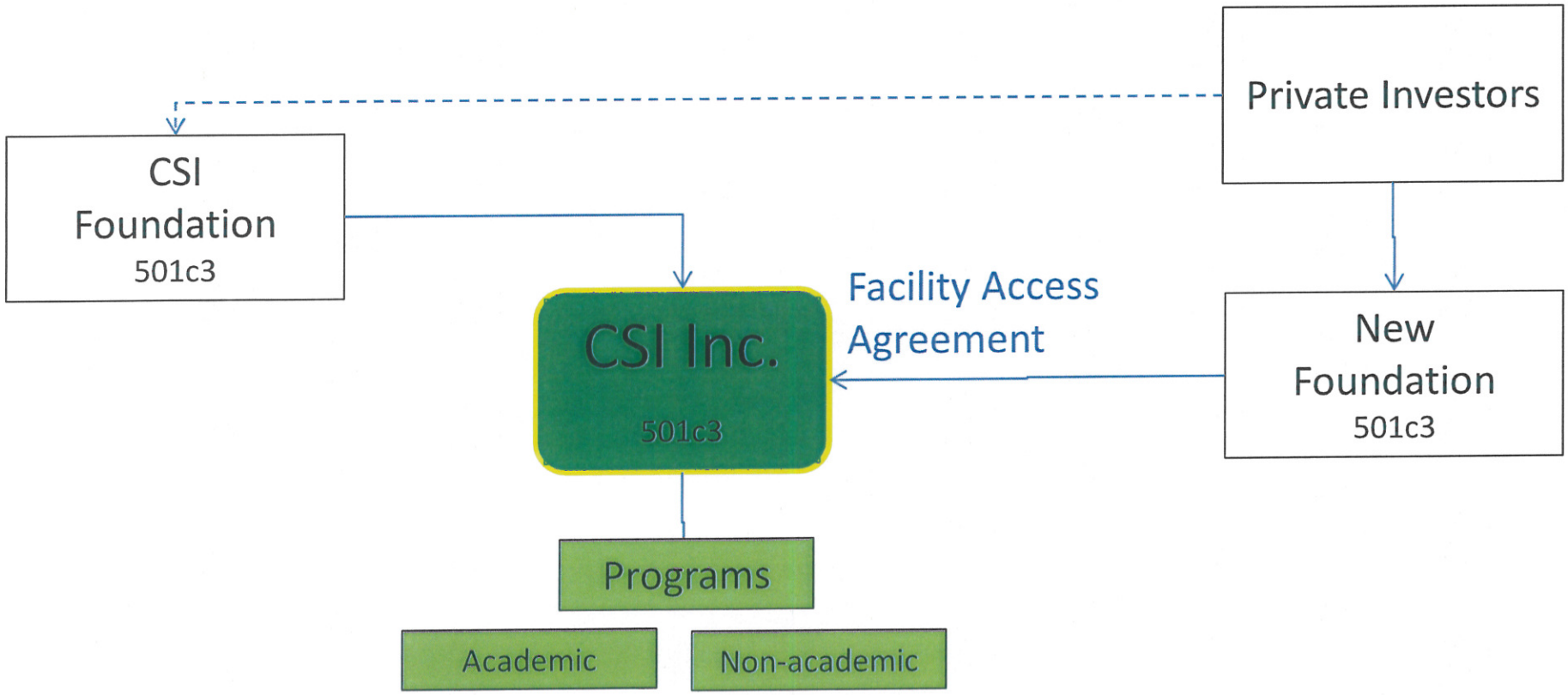
- Three state-of-the-art kitchens with associated infrastructure
- Restaurant seating needed for front-of-house education
- Separate dormitory complex for academic program, visitors & community needs
- North Valley location to leverage resort, 2nd homeowners & affluent demographics
- Minimize investment costs/maximize ROI

Options:

- Build vs. retrofit
- Lease with rights to purchase
- Dormitory collocation
- Phasing



Business Plan – Business Structure



Pros

Clear CSI ownership of academic programs

Simple contract structure

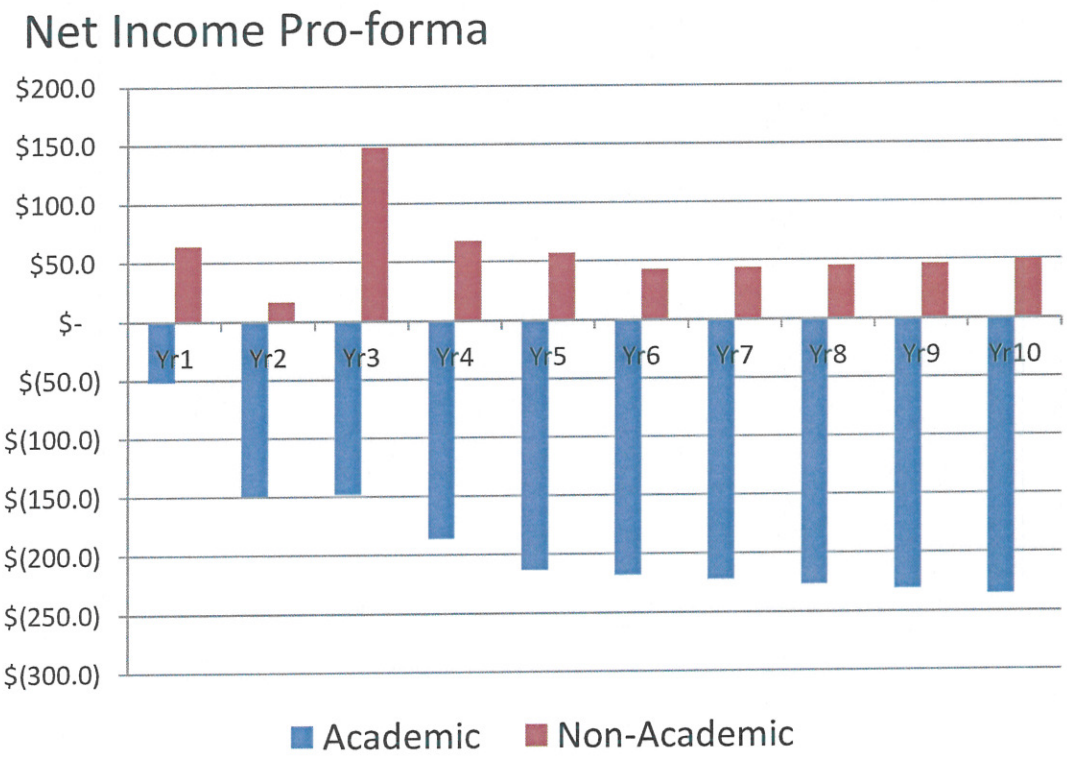
Lower cost structure

Less admin burden

Cons

Public perception of CSI controlled

Business Plan - Financials



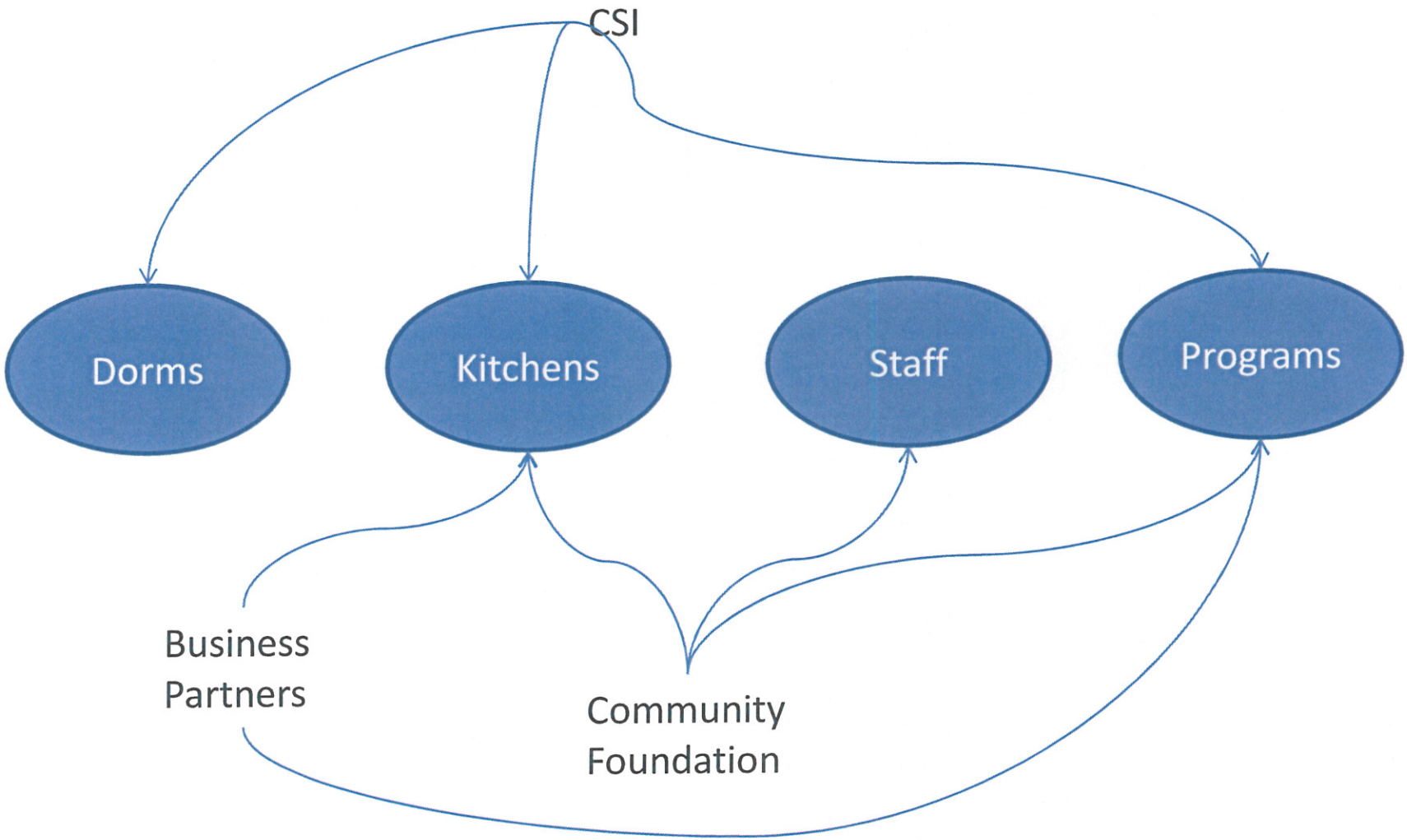
Principles:

- Not-for-profit approach
- Market-based course costs
- Loss making academic program constrained by credit hour cost caps
- Conservative non-academic program growth may have upside potential
- Sustainable financial profile achievable

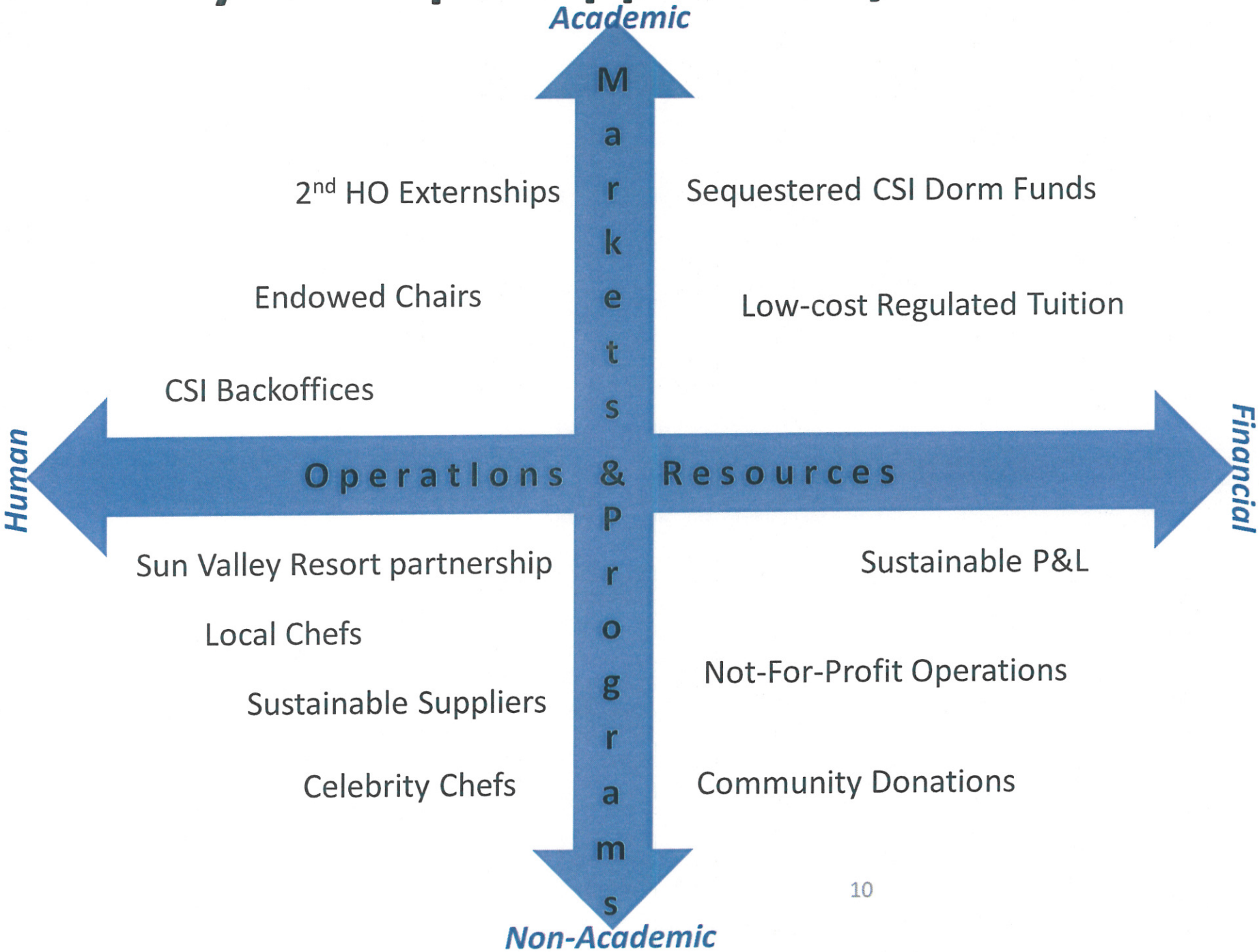
Business Plan - Funding

Principles:

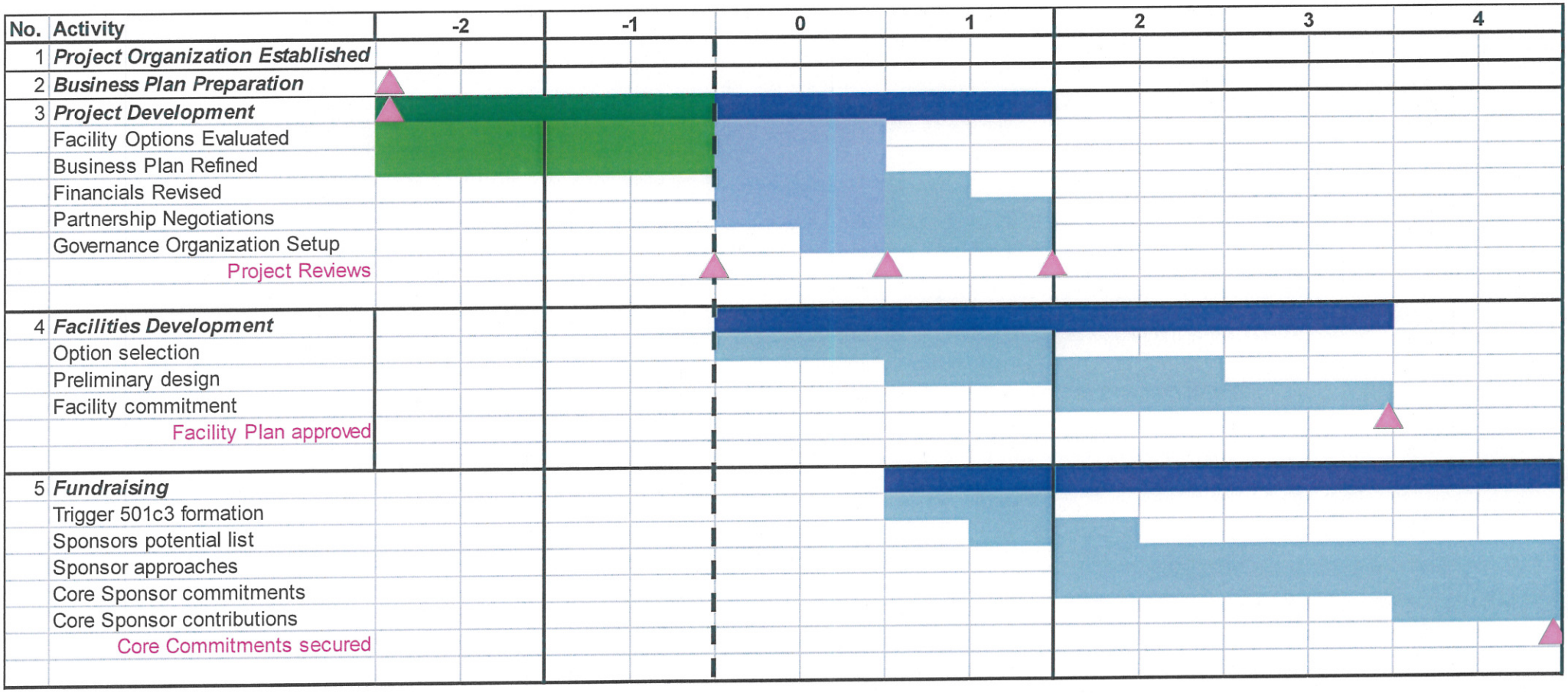
- Equitable contributions by consortium partners based on facility usage
- Project capital requirements of circa $3 million
- Tax advantaged donations critical



Summary – Unique Opportunity



Way Forward – Near Term Schedule



Principles:

- Project Development under leadership of Sustain Blaine and with support of MBA due diligence
- Facility Development and Fundraising will require additional dedicated resources
- Project Implementation is next major activity and could commence as early as Fall 2013

Way Forward – Critical Next Steps

- Project due diligence
- CSI Conceptual buy-in
- Project resource access
- Consortium formation
- Facility option selection

SustainBlaine

Promoting Economic Vitality

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Event Presentation Template

2013

Data Provided Courtesy of

SustainBlaine
Promoting Economic Vitality

[Event Name & Year] - Background

History: [founding year, years of operation, main purpose, etc.]

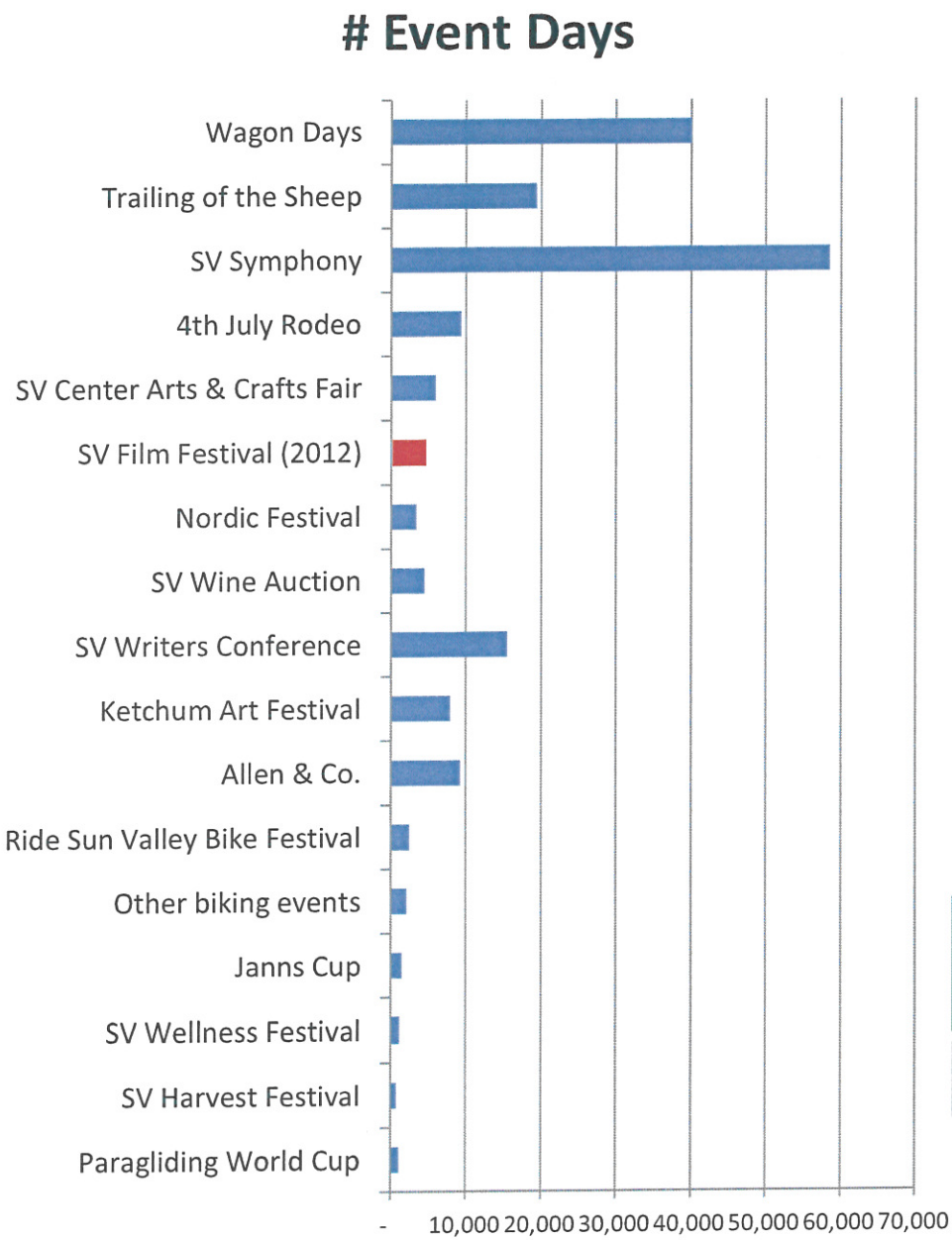
Strategic Intent: [charitable or other purpose, economic benefits, etc.]

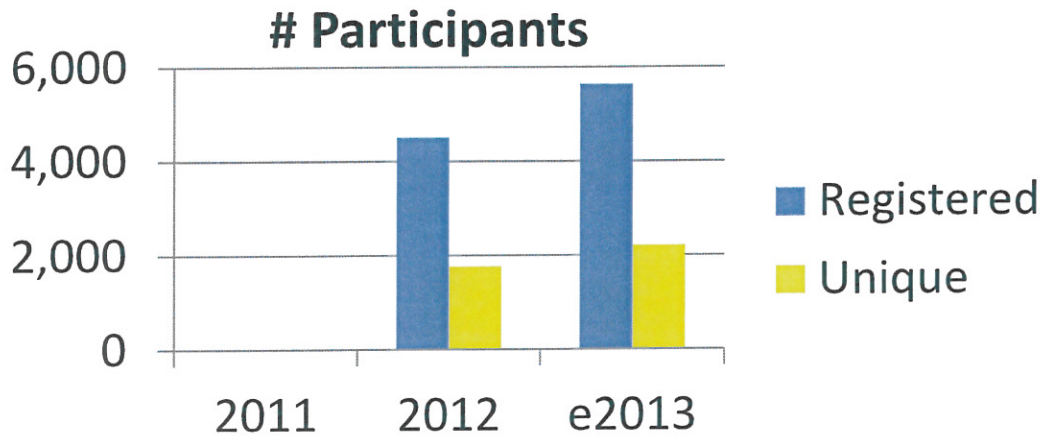
Participant Profile: [age, socio economic, other demographic profiles; point of origin, method of travel, etc.]

City-Specific Benefits: [venue location/activities/impacts, links to local businesses or other events, local purchases & staff engagement, etc.]

Growth Aspiration: [activity set expansion, economic impact improvements on prior years, 1-3-5 year participation projections, etc.]

[Event Name & Year] - Summary





Origin	#UP	%	Metric	Event	Avg.
Local	712	38	FTE's	5.4	4.0
2HO	530	28	D$/RP	$17	$75
Visitor	635	34	D+I$/day	$0.4m	$0.3m
Total	1,877	100	T$/day	WIP	

Economic Impact ($m)	'11Act.	'12Act.	'12Avg.
Direct (tickets, merch,etc)	na	$0.09	$0.44
Indirect (lodge,meals,etc)	na	$1.36	$1.06

Source: Sustain Blaine Events Analysis, Jan 12, 2013