

TETON VALLEY
BUSINESS DEV.
1:30 PM

MANAGEMENT AGREEMENT

This AGREEMENT ("Agreement") is effective as of the 1st day of July, 2015, and is entered into by and between Teton County, Idaho ("County") and Teton Valley Business Development Center ("TVBDC").

RECITALS

WHEREAS, TVBDC has since September 2013 acted as the County's agent under the Rural Idaho Economic Development Professional Program Grant ("Grant") and thus rendered certain services more fully described herein; and

WHEREAS, TVBDC has demonstrated expertise in providing such services, and has the requisite knowledge, skill, experience and other resources necessary to perform such services and wishes to continue providing such services for the County;

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants contained herein, the parties hereby agree as follows:

1. Incorporation of Recitals: The matters recited above are hereby incorporated into and made a part of this Agreement.

2. Independent Contractor: In the performance of this Agreement, TVBDC is acting in the capacity of an independent contractor and not as an agent, employee, partner, joint venturer or associate of the County. TVBDC is solely responsible for the means, method, and technique, utilized by TVBDC in the full performance of this agreement.

3. Controlling Documents:

a) Memorandum of Understanding (MOU) between the Idaho Department of Commerce ("Department") and Teton County executed by Teton County contemporaneously with this Agreement (**Exhibit A**).

b) Teton County Idaho's Economic Development Plan ("TCEDP") adopted on June 10, 2013, (**Exhibit B**).

c) This Agreement.

4. Term: In conjunction with the MOU between the Idaho Department of Commerce ("Department") and Teton County, Idaho, this Agreement shall terminate on June 30, 2016. If the Department initiates additional MOU's for 12 month periods, this Agreement may also be extended in writing for the same time periods so long as Teton County conducts a performance review as described in Section 5(c) and determines that: (1) all of the goals of the program have been satisfied, (2) the TVBDC has satisfied the requirements of this Agreement, and that (3) sufficient County funding is available.

5. Scope of Services: The County hereby engages TVBDC to be its fiscal agent and jointly manage the Grant in accordance with the terms of the Grant. TVBDC hereby

agrees that the Teton County Economic Development Plan (TCEDP) shall be the guiding document for implementation and measured for success.

TVBDC shall serve as the County's designated entity to coordinate all aspects of the TCEDP, including work being done by such entities as the Chamber of Commerce, the Geo Tourism Center and each of the county's three cities.

TVBDC hereby agrees to perform such services, as an independent contractor, pursuant to the terms and conditions hereinafter set forth. Throughout the term of this Agreement, TVBDC shall perform the following services:

a) Board of Directors – As outlined in Appendix B to the Teton County Economic Development Plan, the TVBDC shall have a Board of Directors with at least seven (7) members but no more than eleven (11) members. At least one-third (1/3) of the Board will be made up of voting members from the private sector. The Board shall also have four (4) voting members representing each of the four (4) local jurisdictions: Teton County, Victor, Driggs and Teton. These public sector representatives must reside in their respective jurisdictions and be appointed by their respective governing bodies. The Board shall meet at least (6) six times a year and develop a specific plan of work for the Economic Development Professional along with a plan for oversight and bi-monthly evaluation. All meeting of the Board shall be publicly noticed, open to the public and minutes recorded and published. A representative of the Department shall be invited to attend all board meetings and shall be given specific notice at least thirty (30) days in advance of the time and location of the meeting. The Department representative shall also be invited, by thirty (30) days advance written notice, to participate in the hiring of the Economic Development Professional and all subsequent performance evaluations of the Economic Development Professional.

b) Economic Development Professional (ED Professional)– TVBDC shall employ as a full time employee of TVBDC an ED Professional. Under the direction of the TVBDC Board of Directors, the ED Professional will perform tasks directly related to economic development projects throughout the program area. The ED will work collaboratively with the Teton County, the cities of Driggs, Victor and Teton, the Teton Valley Chamber of Commerce, and other organizations with a similar purpose to promote business development in the Teton Valley. Specifically, The ED Professional will implement the goals, objectives and tasks identified in the TCEDP including but not limited to: assess and document business development assets, develop marketing materials to promote business opportunities, assist existing businesses with expansion plans, assist existing businesses to deal with issues that threaten job loss, provide entrepreneurial training and support, pursue leads to recruit new businesses, develop projects that will lead to business development such as incubators, business and industrial parks, organize community response teams to respond to business development inquiries and build collaborative networks to ensure

maximum use of existing resources. As required by the MOU, the ED Professional will provide monthly reports to the Department through an internet portal, and submit monthly reports to their Board and complete the Department's internet reporting form. This reporting includes business recruitment, business expansion, business start-ups, business retention, as well as activities pertaining, but not limited to: Workforce Development, Gem State Prospector, Foreign Direct Investments (FDI), grants, infrastructure, scenic byways, tourism, training, and other collaboration efforts. Records concerning time spent on the grant must be regularly maintained by the ED professional in order to receive a monthly salary.

c) Performance Review. Teton County is providing funding in order that the TCEDP be implemented. In order to receive funding for subsequent years, a performance review shall be conducted by the Board of County Commissioners before the end of each year's funding cycle. This Agreement and the evaluation framework and measures of success contained in the Teton County Economic Development Plan shall be used by the County as the framework for evaluating whether additional funding may be granted. The TVBDC's monthly ED report and financials shall be shared with the County. These reports, along with the Dept. of Commerce Performance metrics shall be the basis of the annual performance review.

6. Controlling Laws. The Board must comply with the following: Idaho's Open Meeting Law, including the procedures for convening an executive session pursuant to Idaho Code §67-2345 when confidential private business information is being discussed; Bribery and Corrupt Influences Act, Prohibition Against Contracts with Officers; Ethics in Government Act; and Public Records Law, including provisions for the protection of confidential private business records in Idaho Code §9-340(D)(6).

7. Expenses: In accordance with the Department's MOU with Teton County, funds from the Department may only be used for the salary and benefits of the ED Professional. Funds received from the County may be used towards the following administrative expenses: office space, telephone, computer, internet access, necessary office supplies, equipment and maintenance, website development and marketing materials. Salaries paid from the grant must not exceed the pay grade, salaries, and wages of similar County employees.

8. Standards of Performance: TVBDC agrees to devote such time, attention, skill, and knowledge as is necessary to perform any services to County effectively and efficiently. TVBDC acknowledges and accepts a relationship of trust and confidence with the County and agrees to cooperate with the County to further the best interests of the County.

9. Funding and Expense Reports: TVBDC agrees to the following procedures regarding capital fundraising, and receipt of monthly payments.

(a) The Board must continue to seek private funding to augment government funding..

(b) The County Clerk shall keep the Grant money and all matching funds in specific line items within the County budget. Money will be distributed monthly, upon submission of an approved claim and after approval of the Board of County Commissioners.

(c) The Board shall submit monthly funding, expense, and activity reports directly to the County Clerk by the 1st day of each month. Monthly funding, expense, and activity reports will be available online and available to the public. These reports will show the budget, any deviations from the budget, current funding raised (match and cash), the total money expended under the current fiscal year, and will detail work conducted as progress towards satisfying the program goals and evaluation framework in the Teton County Economic Development Plan. These reports are in addition to the monthly performance reports to the Department provided for in Paragraph 5(b) above.

11. Ownership: Any deliverables or work product developed by TVBDC shall be the shared property of the TVBDC and the County, subject to the retention of rights, if any, by third-parties.

12. Representations and Warranties of TVBDC: TVBDC represents and warrants that the following shall be true and correct as of the effective date of this Agreement and shall continue to be true and correct during the term of this Agreement.

- a) TVBDC is and shall remain in compliance with all local, State and Federal laws relating to this Agreement and the performance of services.
- b) TVBDC is not aware of any conflicts of interest that would affect the performance of this Agreement. If any conflicts arise in relation to the work required of TVBDC in this agreement, TVBDC shall immediately disclose the conflict to all parties and remove himself from participation in the matter affected.
- c) TVBDC has the expertise and professional and technical capability to perform all of its obligations under this Agreement.
- d) TVBDC will continue to raise the cash match required in the Department's MOU with Teton County. The source of the funds for this cash match shall be included in the reports described in Paragraph 9(c) above.
- e) TVBDC's Board of Directors currently meets, and will continue to meet the representations and requirements outlined in the MOU, RFP, TCEDP and this Agreement.

13. Indemnification: In the event that any act or omission in the course of providing any services for the County, or in conjunction with any act with which TVBDC is involved, gives rise to or results in a claim against Teton County, TVBDC agrees that he will fully and completely cooperate with Teton County, Idaho and its agents, and/or insurers or attorneys, in helping to resolve such claim or, if necessary, litigate it. TVBDC further agrees that it will indemnify and hold harmless Teton County, Idaho from any and all liabilities, costs and expenses incurred in connection with or arising out of TVBDC's acts or omissions in the course of performing its duties and obligations under this Agreement or the failure of TVBDC to observe and perform the duties and obligations pursuant to the legal and ethical standards established by any local, State or Federal jurisdiction or professional association. The indemnities set forth herein are specifically intended to survive termination of the affiliation between Teton County, Idaho and TVBDC pursuant to this Agreement or otherwise.

14. Insurance: Without limiting the County's right to indemnification, it is agreed that TVBDC shall maintain during the term of this Agreement, insurance coverage as follows:

- a) Worker's compensation insurance as required by Idaho statutes.
- b) Comprehensive general liability insurance or commercial general liability insurance with the County named as an additional insured, including coverage for premises and operations, contractual liability, personal injury liability, products/completed operations liability and independent contractor's liability in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, combined single limit, written on an occurrence form.
- c) Comprehensive automobile liability coverage including, as applicable, owned, nonowned and hired autos, in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, combined single limit, written on an occurrence form.
- d) Professional liability insurance coverage, including contractual liability, Directors and Officers Insurance with the County named as an additional insured, in an amount not less than One Million Dollars (\$1,000,000.00).
- e) Each insurance policy required by this Agreement shall contain the following clauses:
 - a. This insurance shall not be canceled, limited in scope or coverage, or non-renewed until after thirty (30) days prior written notice has been given to County.
 - b. It is agreed that any insurance maintained by County shall apply in excess of and not contribute with insurance provided by this policy.

15. Entire Agreement and Amendment: This Agreement, including all exhibits and referenced documents, constitutes the entire agreement of the parties with respect to the matters contained herein. All attached exhibits are incorporated into and made a part of this agreement. No modification of or amendment to this Agreement shall be effective unless such modification or amendment is in writing and signed by both parties hereto.

Any prior agreements or representations, either written or oral, relating to the subject matter of this Agreement are of no force or effect. Headings are for convenience only, and shall not be deemed to create or waive any substantive rights.

16. Governing Law: This Agreement shall be governed by and construed in accordance with the laws of the State of Idaho without regard to any conflict of law or choice of law principles.

17. Waiver: No delay or omission by Teton County, Idaho to exercise any right hereunder shall be construed as a waiver of any such right and Teton County, Idaho reserves the right to exercise any such right from time to time as often and as may be deemed expedient.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date first above written.

COUNTY	TVBDC
By: _____ William Leake, Chairman	BY: _____ Fletcher White, President

Attest:

Mary Lou Hansen, County Clerk



C.L. "Butch" Otter, Governor
Jeffery Sayer, Director

Dear Brian:

The Idaho Department of Commerce has modified the current Memorandum of Understanding (MOU) to provide consistency with standard state contract and grant management practices. It is attached for review and signature.

While much of the language may be familiar, please note the three new requirements for providing Idaho Commerce with:

- A. Scope of Work (Appendix A)
- B. Marketing Plan with the MOU.
Monthly reports will continue to be required.
- C. Also the MOU will stand as is unless otherwise agreed upon by Commerce and the ED Pro.

This will be the last fiscal year we will be committing to funding rural economic development programs in three-year cycles. We will issue a new RFP every fiscal year and each rural economic development program currently funded by Commerce will have to re-apply. The number of programs we agree to fund and funding levels may change every year.

Please send me a copy of your annual budget and the most recent strategic plan when you return the signed MOU with the required attachments. Please include an invoice for the first six months of the new fiscal year (July 1-December 31, 2015) with the MOU. It will be processed for payment after Director Sayer has signed the MOU.

Do not hesitate to contact me at: chrissy.bowers@commerce.idaho.gov or (208) 780-5139 if you have any questions or concerns.

Sincerely,

A handwritten signature in black ink that reads "Chrissy Bowers".

Chrissy Bowers
Chief Economic Development Officer

Attachment



**RURAL IDAHO ECONOMIC DEVELOPMENT PROFESSIONAL GRANT
STATE OF IDAHO – DEPARTMENT OF COMMERCE
AND
TETON COUNTY**

This Rural Idaho Economic Development Professional grant agreement ("Agreement") is entered into by and between the Idaho Department of Commerce ("Department"), and Teton County ("Grantee"), for the purpose of providing the grantee with funding support for the Rural Idaho Economic Development Professional Program ("EDPROs").

WHEREAS, the State of Idaho and the Department desire to promote and facilitate economic growth by providing full service economic development services to rural communities in Idaho by providing a performance based EDPROs program through the Idaho Rural Initiative.

WHEREAS, the Grantee intends to deliver locally based, full service economic development services to rural communities across the State of Idaho that include, but are not limited to, business recruitment, business expansion, business retention, business start-ups and support for the Department's programs and initiatives.

NOW THEREFORE, in consideration of the forgoing and the mutual promises and covenants herein contained, the parties agree as follows:

1. Term. This Agreement shall be effective as of July 1, 2015, or upon signature by both parties, whichever is later, and shall remain in effect until June 30, 2016, or until terminated by the Department pursuant to the terms herein, whichever occurs first.

2. Options Years. None.

3. Grant Amount. The amount of assistance awarded under this Agreement is \$20,000. The Grantee and their partners agree to provide \$26,500 in matching funds as identified in the Grantees application.

4. Ongoing Funding Assistance. It is the Department's expectation that the Grantee's dependence upon EDPROs funding will diminish over time. The Department reserves the right to award subsequent Agreements with funding levels that may vary from the prior Agreements.

5. Allowable Costs. The use of EDPROs funds is limited to the salary and benefits of the full time professional hired to carry out the intent of the program as described in Appendix A – Scope of Work. Funds may also be used for the professional services of a contractor to execute the scope of work on a contractual basis.

6. Unallowable Costs. EDPROs funds may not be used for any purpose other than described in Article 5 – Allowable Costs, including any administrative expenses incurred by the Grantee or its partners. Funds may not be used to parcel out contracted services on a single task basis. (For example, funds may not be used to contract for a website or

a project engineer, etc.)

7. Matching Funds. Matching funds may be cash or in-kind used for salary, benefits or other expenses associated with the Grantee's EDPROs program.

8. Office Requirements. The Grantee will provide for all necessary operational expenses associated with fulfilling the intent of this agreement. These expenses include, but are not limited to: professional office space, telephone, computer and internet access, office equipment, clerical support, travel expenses sufficient to provide for travel within the area, the state and to out-of-state marketing opportunities or trainings, and funds to develop marketing materials for the area.

9. Governance. The Grantee will establish a local board to direct the activities of the economic development professional hired under this Agreement. The Grantee and its Board will assume direct responsibility for fundraising. It is expected that quorum of the voting board members will meet no less than once per every other month (6 times per year). The Department will be granted "ex-officio" status with all rights and privileges afforded to board members. The Department representative will abstain from voting but will fully participate in the hiring and evaluation of staff paid for with Department funds.

10. Notice of Open Position. Grantee agrees to notify the Department within seven (7) days in the event the EDPRO position becomes vacant. The Grantee will do everything possible to fill the vacant position within forty-five (45) days. In the event the position cannot be filled, and the grantee has received payment, a pro-rated portion of the grant may be re-payable for the time the position was vacant. Repayment will be at the discretion of the Department.

11. Performance Goals & Reporting. The Grantee, in cooperation with the Department, will establish a set of performance goals. These goals are articulated in Appendix B – Performance Goals & Reporting.

The Grantee shall submit a monthly progress report to the Department. The progress report shall address performance results for the reporting month. The progress report is due on the 15th of each month, except for May, when a final report is submitted.

The Grantee will submit an annual report due by May 1 of each year of the Term. The annual report shall document revenues, expenses, matching fund expenditures and a progress report narrative detailing the successes and challenges of the prior year.

Each report shall be in the format in Appendix B – Performance Goals & Reporting.

12. Sustainability. It is anticipated that the grantee will, over time, become self-sustained. The Grantee's sustainability goals are as per Appendix C – Sustainability.

13. Compliance with Law. The Grantee shall comply with all requirements of federal, state and local laws, rules, and regulations applicable to the Grantee or to the services performed by the Grantee pursuant to this Agreement.

14. Department Engagement. The Grantee acknowledges the Department's right to independently contact, communicate with and engage residents, businesses, elected

officials and other organizations residing in the Grantee's area of operation. Grantee interference with the aforementioned may constitute cause for termination in accordance with Section 19 Termination, of this agreement.

15. Payments. Payments will be made to the Grantee in two equal installments. A first installment of 50% may be requested at any time after July 1. A second installment of 50% may be requested at any time after December 31. Provided the Grantee is compliant with all reporting and performance requirements the payment will be released.

16. Non-Performance. In the event that the Grantee is deficient in reporting, performance or fundraising benchmarks the Department shall notify the Grantee in writing of the deficiency and request the Grantee to correct the deficiency within 30 days. If the Grantee fails to respond within 30 days or to sufficiently address the deficiency within 45 days, then the Department may withhold payment pending the correction of any deficiencies. If the Grantee fails to meet the performance requirements, following all notice and cure periods described in this section, for six (6) consecutive months, then the Department may terminate this Agreement.

17. Amendments. The Agreement may not be released, discharged, changed, extended, modified, subcontracted or assigned in whole or in part (collectively, an "Amendment") except to the extent provided by a written instrument signed by the Grantee and the party authorized to bind the Department. Persons authorized to bind the Department are the Director of the Department, currently Jeff Sayer, and his Chief of Staff, currently Megan Ronk. No other Department employee is authorized to accept modifications or additional terms to the Agreement.

18. Termination. The Department shall have the right to terminate this Agreement, in whole or in part, any time whenever it is determined that the Grantee has failed to comply with the conditions of the Agreement or the funding for the program supporting the Agreement is reduced or eliminated.

The Department may cancel this Agreement at any time with or without cause upon ten (10) days written notice to the Grantee specifying the effective date of termination.

The Grantee may cancel this Agreement at any time with or without cause upon thirty (30) days written notice to the Grantee specifying the effective date of the termination.

In the event that the Grantee terminates the Agreement and is in good standing at the time of termination, a prorated share of Department funds shall be retained by and/or repaid to the Department. If the Grantee is not in good standing at the time of termination then all Department funds may be subject to repayment.

19. Relationship of Contracting Parties. It is distinctly and particularly understood and agreed between the parties that the Department is in no way associated or otherwise connected with the performance of any service under this Agreement on the part of the Grantee or with the employment of labor or the incurring of expenses by the Grantee. The Grantee is solely and personally liable for all labor, taxes, insurance, required letter of credit and other expenses, except as specifically stated herein, and for any and all damages in connection with the operation of this Agreement, whether it may

be for personal injuries or damages of any other kind. The Grantee shall not imply, represent, or claim to be an officer or employee of the Department or the state of Idaho. The Grantee shall exonerate, indemnify, defend, and hold the Department and the state of Idaho harmless from and against and assume full responsibility for payment of all federal, state, and local taxes or contributions imposed or required under unemployment insurance, social security, worker's compensation, and income tax laws with respect to the Grantee or Grantee's employees engaged in performance under this Agreement. The state of Idaho and the Department do not assume liability as an employer. Further, the parties do not intend for this Agreement to create any third party beneficiaries.

20. Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto and shall supersede all previous applications, proposals, oral or written, negotiations, representations, commitments, and all other communications between the parties.

21. Headings. The headings have been inserted for convenience solely and are not to be considered when interpreting the provisions of this Agreement.

22. Counterparts. This agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument.

[End of text; signatures and exhibits follow]

STATE OF IDAHO
DEPARTMENT OF COMMERCE
DIRECTOR
JEFFERY SAYER

TETON COUNTY COMMISSIONER
CHAIR
BILL LEAKE

Signature

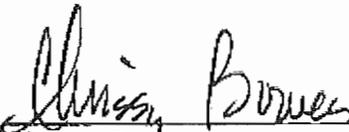
Signature

Date

Date

NOTE: DO NOT EXECUTE WITHOUT THE BELOW APPROVALS

Reviewed and Approved



Chrissy Bowers,
Chief Economic Development Officer

6-25-15

Date



Cindy Lee
Grants & Contracts Officer

6/25/15

Date



Teton Valley Business Development Center Scope of Work and Marketing Plan FY 2016

This document is organized around the strategies in the Teton Valley Economic Development Plan.

Timing: Completion date where appropriate. O=Ongoing Whom: "McD" is Brian McDermott, exec. dir.

A. Business Recruitment and Development

- **Establish an organizational structure (A1a) (Also includes all organizational support and misc. work)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Policies and Procedures
- Revenue
- Reporting and Evaluation

- Identify funding (A1b)**

What	Cost	Audience	Objectives/Message	Whom	When
Develop self-sustaining fundraising strategy <ul style="list-style-type: none"> ● How and whom to approach ● Types of events ● Services or other income streams 		Potential Donors	Ensure funding	Fund-raising committee	09-15
Seek out and apply for additional grants.			Ensure funding	Fund-raising	09-30
Update presentation and fact sheet on TVBDC		Potential Donors	Ensure funding	McD	O
Board and staff each participate in two training and development sessions		Board and staff	Professional competency	McD, Board	

- **Inventory infrastructure and real estate assets (A2a)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Communications/Broadband
- Electricity
- Transportation
- Water
- Real Estate/Gem State Prospector

- **Disseminate information on assets (A2b)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Add information and links to website as available

What	Cost	Audience	Objectives/Message	Whom	When
Maintain knowledge of available commercial office, retail and manufacturing space.		Site selectors	Be able to match businesses with space	McD	O
Place appropriate listings on Gem State Prospector		Site selectors	Exposure	McD	O
Educate prospects and local businesses on available utilities and how to do business with them		Site selectors	Make it easy to do business.	McD	O

● **Identify specific businesses and set goals for recruitment (A2c)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Identify business and industry targets
- Contact and recruit potential companies
- Respond to inquiries

● **Recruit creative class entrepreneurs that can work from home via telecommuting (A2d)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Develop a recruitment campaign
- Respond to inquiries.

What	Cost	Audience	Objectives/Message	Whom	When
Continue pitching media with “Work Where You Play” story. --Site Selection Magazine --Outside --Men’s Journal --Powder --Bicycling --American Angler --Etc.		Owners and senior management of the firms	Tout the benefits of locating here	McD	O
Distribute recruiting brochure, consider updating		All	Teton Valley is a great place to live and do business	McD	O
Attend Winter Outdoor Retailer show in SLC	Mileage, meals	Outdoor soft and hard goods mfgs and distributors	Gauge interest in locating in Teton Valley	McD	Jan. 2016
Continued discussions on avionics and aviation technical education and manufacturing at Driggs-Reed Memorial airport		Targeted businesses	Defining their requirements and developing proposals	McD	O
Promote incentives available from Feds, State and Cities, including grants, rent subsidies and tax abatements. Document is on our website		Prospects	Be able to help firms quickly calculate cost advantages of moving to Teton Valley	McD, cities	O

Continue to research potential recruits in fishing, mountaineering, snow machining, cycling and ski hard and soft goods manufacturing		Internal	Establish possible candidates	McD	O
Research candidates and develop hit list in web development, ecommerce advertising, film & music production, and financial services		Internal	Establish possible candidates	McD	O
Continue phoning and emailing firms on the list		Owners and senior management of the firms	Tout the benefits of locating here	McD	O

• **Create an information portal for potential new businesses (A2e)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Continue to make information available through the Made in Teton Valley site

What	Cost	Audience	Objectives/Message	Whom	When
Continue to make updated information available through the Made in Teton Valley site	\$1,000	Prospects	Benefits of doing business in Teton Valley	McD	O
In addition to the promotional messaging, continue to update material on site: org. overview, doing business in Teton Valley, Business Summit presentations, etc.		Prospects	Economic and services information can create a confidence among prospects.	McD	O

• **Coordinate all economic development entities to implement the Economic Development Plan (A3a)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Coordinate economic development activities among the cities and such private groups as the Chamber of Commerce and the Geotourism Center
 - Document the core economic development role of each group to ensure efficient use of resources.
- Goals: improve effectiveness, control costs, eliminate duplication of effort, and ensure harmony among groups.

What	Cost	Audience	Objectives/Message	Whom	When
Periodic meetings with Driggs, Victor and Tetonia.		Respective boards and teams	Ensure that we're complementing each other's work and not duplicating.	McD, DDCA, Self	O
Use Roles, Responsibilities and Relationships document to coordinate work with Chamber and Geotourism Center		Chamber, Geotourism Center	Ensure that we're complementing each other's work and not duplicating.	McD and respective entities	Sept. 2015

Include all groups as media outreach strategy is developed		TVCC, Victor, Teton, Driggs	Create a well-rounded story	McD and respective entities	O

- **Provide business expansion assistance (A4a)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC)
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, business planning, finance and more.
- **Provide information on micro-loan funding for small businesses (A4b)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC), in partnership with The Development Company
Timeframe: ongoing
 - Micro loan info is included in Resource Guide, available on our website and emailed to all prospects and companies with whom we consult.
- **Start-up support including business plan assistance, networking and financing options (A4c)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, business planning, finance and more.
- **Collaborate with state organizations to lobby the State Legislature on issues that encourage business and economic growth (A4d)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC), in partnership with Cities and Chamber of Commerce
Board of Directors; Timeframe: ongoing
- **Encourage entrepreneurial and niche businesses (A4e)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, networking, business planning, finance and, business education.

What	Cost	Audience	Objectives/Message	Whom	When
Meet with business owners to understand what support they need		Business owners	We are able to support you in various ways.	McD	O
Promote the full range of support available from Idaho Dept. of Commerce, the Development Company, etc.		Incoming and local business owners.	Fast, accurate referrals	McD	O
Help companies navigate city, county and state regulatory processes		Incoming and local business owners.	Smooth process, positive results	McD	O
Offer consultations on business planning, marketing and financing.		Incoming and local business owners.	Help them build a viable business	McD	O
Understand city and county planning process and advocate for appropriate business-friendly rules		City councils, county commissioners	Support business growth while maintaining quality of life	McD	O
Provide support on legislative and state services issues.		Legislators, administrators	Solve problems	McD	O

Hold events that help a wide range of business people exchange ideas—Chance meetings, Business Summits	Sponsor	Incoming and local business owners.	--Companies doing more business within the Valley. --Advice exchange	McD	O

B. Physical Asset Development

- **Expand telecommunications infrastructure (B1a)**
Primary Responsibility: Silver Star; Timeframe: ongoing
- **Expand and diversify educational opportunities (B1b)**
Primary Responsibility: TV Education Foundation, TVBDC education committee, with other appropriate education groups; Timeframe: ongoing
- **Foster a stable environment to support healthcare needs (B1c)**
Primary Responsibility: Health Care Providers; Timeframe: ongoing
- **Coordinate transportation (B1d)**
Primary Responsibility: Cities, Regional transportation agencies; Timeframe: ongoing
 - Incorporate Sustainable Yellowstone Report, 2014
- **Implement downtown enhancement and in-fill (B1e)**
Primary Responsibility: Cities, with TVBDC; Timeframe: Ongoing
 - Continue to push appropriate businesses toward downtown core
- **Establish Valley Way finding (B1f)**
Primary Responsibility: Driggs, County; Timeframe: 2016
Driggs is leading the effort and has engaged a design/engineering firm.
- **Improve recreation infrastructure (B1g)**
Primary Responsibility: Various; Timeframe: ongoing

What	Cost	Audience	Objectives/Message	Whom	When
Provide input to cities and county on business needs		City and county officials	Ensure that business needs are served		O
--Map telecom infrastructure. --Ensure that businesses know how to engage with Silverstar		Businesses, Silverstar	Telecom infrastructure is visible and available where businesses need it.	McD, Silverstar officials	O
Continue a dialog with state and local officials on infrastructure			Teton Valley must address its poor roads	McD, officials	O
Encourage business owners to locate downtown		Owners	Locating downtown creates a vibrant city at a lower cost than sprawl.	McD	O

What	Cost	Audience	Objectives/Message	Whom	When
Seek opportunities to reinforce the business imperative of good transport		Public and private entities involved in transport	Economic growth depends on good, cost-effective movement of people and goods	McD, Board	O

What	Cost	Audience	Objectives/Message	Whom	When
Reinforce the need to fund and improve schools.		School board, voters	Good schools are critical in recruiting new businesses and talent.	McD, Board	O
Help the local school district improve its performance and gain public recognition.		Citizens, prospects	Improve the perception and performance of the district	Education committee	O
Eastern Idaho Technical College programs in place <ul style="list-style-type: none"> • Currently classes in various locations • Ford Garage facility renovation to begin in Fall 2015 		Students	Solid vocational training with credit is available.	EITC	O
Work with EITC to develop and promote vocational training that meets the needs of higher-end employers.	TBD	EITC, employers, students.	Develop the skills that pay.	McD	June 2016
Implement EITC curriculum in Ford Garage		Students	Solid vocational training with credit is available.	Board	Fall 2016
Work with ISU aviation education program leaders re: satellite campus at airport			Start program as an anchor for aviation technology businesses	McD, Brink	O

C. Tourism

- **Attract regional tourists to Teton Valley (C1a)**

Primary Responsibility: Chamber; Timeframe: ongoing

- **Tactics:**

- Submits and presents to Idaho Travel Council Grant for marketing funds
- Applies and presents annually on behalf of Teton Valley for Marketing funds
- Researches and Coordinates Regional Campaign Opportunities
- Coordinates with Yellowstone Teton Region for Marketing and Travel Concepts.

- **Get tourists to stop when traveling through or near Teton Valley (C1b)**

Primary Responsibility: Chamber, GeoTourism; Timeframe: ongoing

- **Tactics**

- Provides information and calendar of events to tourists.
- Answers phone calls and all email inquiries about the area and local businesses
- Create and distribute a local valley brochure.
- Provides exhibits, displays, and brochures to visitors, in partnership with the Geotourism Center

- **Provide and promote special events and competitions (C1c)**

Primary Responsibility: various; Timeframe: ongoing

- **Identify target marketing to a focused group of potential visitors (C1d)**

Primary Responsibility: Chamber; Timeframe: ongoing

- **Tactics (c1 c&d)**

- Submits and presents to Idaho Travel Council Grant for marketing funds
- Applies and presents annually on behalf of Teton Valley for Marketing funds
- Coordinates all aspects of grant submissions on behalf of local events

- Implements tracking of event participation for grant submissions
- Establishes guidelines for event funding to maximize overnight stay
- **Develop a Teton Valley brand (C1e)**
For Products: Primary Responsibility: TVBDC;
 - **Tactics:**
 - Create and distribute the “Made in Teton Valley” logo.
 - Completed May 2015
 - As budget allows, use media placements and advertising to promote the attributes of the brand.
- For Experiences: Primary Responsibility: Chamber*
 - **Tactics:**
 - Create and distribute the “Discover Teton Valley” logo.
 - Completed
 - Promote the brand through advertising, website, brochures and other collateral.
- **Create an information portal for visitors to the area (C1f)**
Primary Responsibility: Chamber
 - **Tactics:**
 - Create and maintain the “Discover Teton Valley” website.
 - Completed by Chamber. Result:
<http://www.discovertettonvalley.com/home>

What	Cost	Audience	Objectives/Message	Whom	When
Support		Cities		McD, Board	O
Support businesses that are developing such tourist sectors as mountain and road cycling		Tourists	The Teton Valley is a great place to participate in your sport.	McD,	O
Communicate to the various tourists—fishers, cyclists, skiers, etc.—about the possibilities of living and working in the Valley		Tourists	Work where you play.	McD	O
Create and distribute the “Made in Teton Valley” logo. □ Completed May 2015	2,000	Prospects	Products and services made in Teton Valley have unique, tangible benefits.	McD	O
As budget allows, use media placements and advertising to promote the attributes of the brand.		Prospects	Products and services made in Teton Valley have unique, tangible benefits.	McD	O

D. Protect and Foster Lifestyle Community

- **Enhance key recreational assets (D1a)**
Primary Responsibility: various;
Timeframe: ongoing
- **Maintain open space and provide a mechanism to protect natural resources (D1b)**
Primary Responsibility: various;
Timeframe: ongoing
- **Housing inventory (D2a)**
Primary Responsibility: various;
Timeframe: ongoing
 Sustainable Yellowstone Report, 2014

- **Promote food events that support farming (D3a)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC)
Timeframe: ongoing
 - Staff Made in Teton Valley booth at markets and other events.
- **Support infrastructure to enhance local value added farm products (D3b)**
Primary Responsibility: various groups;
Timeframe: ongoing
- **D4a: Work with Grand Targhee Resort to maximize the effects of summer music events**
Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC
Timeframe: ongoing
 - Work with GTR marketing staff on a presence
- **Support and promote events that highlight local arts, history, culture and music (D4b)**
Primary Responsibility: TVCC , various;
Timeframe: o

What	Cost	Audience	Objectives/Message	Whom	When
Support this work with personal involvement in planning, eventually on the appropriate boards		Resident and visiting users	Trails are a critical quality-of-life asset	McD, board	O
Publicize improvements in appropriate business and recreational media		Prospective visitors and businesses	Our recreational assets are good for you, your employees, your business	McD	O

What	Cost	Audience	Objectives/Message	Whom	When
Continuously communicate our support of balanced growth.		Participants listed above, as well as existing and prospective businesses	The growth we seek must be in harmony with our unique natural environment.	McD, Board	O
Publicize the above commitment and outcomes.		Prospective visitors and businesses	Our environmental assets are good for you, your employees, your business	McD	O

What	Cost	Audience	Objectives/Message	Whom	When
General support of groups leading the agriculture effort		Groups, producers, consumers	The TVBDC supports these efforts.	McD, Board	O
Publicize the efforts and events		Resident and visiting consumers	Teton Valley has a progressive food movement that is good and good for you.	McD	O
Where appropriate, advise producers and purveyors on business and marketing practices, availability of grants and technical support.		Producers & purveyors	Help businesses be more successful, profitable	McD, Board	O

Help match farmers with resources that can help them add new, higher-value crops, or add more value to existing crops.		Agriculture extension services, scientists, farmers	The unique ground and farming capabilities in Teton Valley can produce some amazing, profitable products.	McD,	O
Continue to implement "Made in Teton Valley Idaho" agricultural branding and marketing.			Food grown in Teton Valley tastes better.	McD	O
Participate in the Driggs Farmers' Market and other food events.		Visitors, farmers	Teton Valley has a range of wonderful attributes	McD	O

What	Cost	Audience	Objectives/Message	Whom	When
Continue to work with Ken Ryder, GTR marketing director, and Geordie Gillett, GTR president, to explore how we can support each other in general and how we might tag ancillary local activities onto their marketing for their major events		Internal	Working together for mutual benefit. Come for the music, stay for the mountains, hiking, biking, fishing, work.	McD, TVCC	O

What	Cost	Audience	Objectives/Message	Whom	When
Support the groups that organize artistic events and include them in our publicity and marketing.	TBD	--Residents and visitors --Prospective buyers and business owners	We have a rich slate of cultural activities in the valley.	McD	O
Through these organizations and events, make contact with promoters, producers and artists.		Prospective artists and studio operators	The valley offers rest, refreshment and creative inspiration. Why not record your next album here?	McD	O

Appendix B – Performance Goals & Reporting

B-1 Marketing Plan – Create a comprehensive marketing plan that includes: objectives, deliverables, site ready properties, timelines, desired outcomes, strengths/weaknesses analysis, involved businesses and community members.

B-2 Business Attraction. Report on contact with established businesses currently not operating in your area who might be considering expanding into or relocating to one of your communities.

B-3 Business Expansion. Report on contact with established businesses currently located in your area, who are considering expanding their payroll, facilities or operations in one of your communities

B-4 Business Retention. Report on assistance provided to established businesses considering closing its doors or moving out of your area

B-5 Business Start Ups. Report on assistance provided to new businesses considering start up in your community.

B-6 Community Development. Report on any grants, infrastructure projects or community improvement initiatives like community reviews, Main Street, Facelift, events or other projects.

B-7 Gem State Prospector. Report the number of properties uploaded.

B-8 Jobs. Report on number of jobs being created, added to the payroll or saved through retention.

B-9 Capital Investment. Report on the amount of CAPEX the company is investing into the project. This investment may be in the form of cash, loan, bond or mortgage etc.

B-10 Board Training and Development. Enter the training taken

B-11 Staff Professional Development. Enter the training taken

B-12 Private Participation. Enter any action taken.

B-13 Fundraising. Enter the action taken

B-14 Self-sustainability. Report on progress towards self-reliance

Appendix C – Sustainability

C-1 Board Training and Development. The Board will participate in a minimum of 2 trainings conducted by the Department and/ or its partners.

C-2 Staff Professional Development. Staff paid for by grant funds will participate in a minimum of 2 trainings conducted by the Department and/or its partners.

C-3 Private Participation. The Grantee will engage in activities to increase private sector participation in all aspects of the organization. This standard may include both prescribed activities and board membership quotas.

C-4 Fundraising. The Grantee and its board will do all possible to raise funds above and beyond the minimum match required. Grantee's progress will be evaluated annually.

C-5 Self-sustainability. It is expected that the Grantee will reduce its reliance on EDPROs funding with a goal of complete self-reliance. Grantee's progress will be evaluated annually.



Teton County Economic Development Plan Strategies and Accountabilities July, 2015

Note: This document outlines the Teton County Economic Development Plan strategies and identifies primary ownership of each strategy.

A. Business Recruitment and Development

- **Establish an organizational structure (A1a) (Also includes all organizational support and misc. work)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Policies and Procedures
- Revenue
- Reporting and Evaluation

- ☑ **Identify start-up funding (A1b)**

- **Inventory infrastructure and real estate assets (A2a)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Communications/Broadband
- Electricity
- Transportation
- Water
- Real Estate/Gem State Prospector

- **Disseminate information on assets (A2b)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Add information and links to website as available

- **Identify specific businesses and set goals for recruitment (A2c)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Identify business and industry targets
- Contact and recruit potential companies
- Respond to inquiries

- **Recruit creative class entrepreneurs that can work from home via telecommuting (A2d)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Develop a recruitment campaign
- Respond to inquiries.

- **Create an information portal for potential new businesses (A2e)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Continue to make information available through the Made in Teton Valley site

- **Coordinate all economic development entities to implement the Economic Development Plan (A3a)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC)
Timeframe: ongoing
 - Coordinate economic development activities among the cities and such private groups as the Chamber of Commerce and the Geotourism Center
 - Document the core economic development role of each group to ensure efficient use of resources.
- Goals: improve effectiveness, control costs, eliminate duplication of effort, and ensure harmony among groups.
- **Provide business expansion assistance (A4a)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC)
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, business planning, finance and more.
- **Provide information on micro-loan funding for small businesses (A4b)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC), in partnership with The Development Company
Timeframe: ongoing
 - Micro loan info is included in Resource Guide, available on our website and emailed to all prospects and companies with whom we consult.
- **Start-up support including business plan assistance, networking and financing options (A4c)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, business planning, finance and more.
- **Collaborate with state organizations to lobby the State Legislature on issues that encourage business and economic growth (A4d)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC), in partnership with Cities and Chamber of Commerce
Board of Directors; Timeframe: ongoing
- **Encourage entrepreneurial and niche businesses (A4e)**
Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC
Timeframe: ongoing
 - Includes a range of consulting services on real estate, zoning, marketing, networking, business planning, finance and, business education.

B. Physical Asset Development

- **Expand telecommunications infrastructure (B1a)**
Primary Responsibility: Silver Star; Timeframe: ongoing
- **Expand and diversify educational opportunities (B1b)**
Primary Responsibility: TV Education Foundation, with other appropriate education groups; Timeframe: ongoing
- **Foster a stable environment to support healthcare needs (B1c)**
Primary Responsibility: Health Care Providers; Timeframe: ongoing
- **Coordinate transportation (B1d)**
Primary Responsibility: Cities, Regional transportation agencies; Timeframe: ongoing
 - Incorporate Sustainable Yellowstone Report, 2014
- **Implement downtown enhancement and in-fill (B1e)**
Primary Responsibility: Cities, with TVBDC; Timeframe: Ongoing
 - Continue to push appropriate businesses toward downtown core
- **Establish Valley Way finding (B1f)**

Primary Responsibility: Driggs, County; Timeframe: 2016

Driggs is leading the effort and has engaged a design/engineering firm.

- **Improve recreation infrastructure (B1g)**

Primary Responsibility: Various; Timeframe: ongoing

C. Tourism

- **Attract regional tourists to Teton Valley (C1a)**

Primary Responsibility: Chamber; Timeframe: ongoing

- **Tactics:**

- Submits and presents to Idaho Travel Council Grant for marketing funds
- Applies and presents annually on behalf of Teton Valley for Marketing funds
- Researches and Coordinates Regional Campaign Opportunities
- Coordinates with Yellowstone Teton Region for Marketing and Travel Concepts.

- **Get tourists to stop when traveling through or near Teton Valley (C1b)**

Primary Responsibility: Chamber, GeoTourism; Timeframe: ongoing

- **Tactics**

- Provides information and calendar of events to tourists.
- Answers phone calls and all email inquiries about the area and local businesses
- Create and distribute a local valley brochure.
- Provides exhibits, displays, and brochures to visitors, in partnership with the Geotourism Center

- **Provide and promote special events and competitions (C1c)**

Primary Responsibility: various; Timeframe: ongoing

- **Identify target marketing to a focused group of potential visitors (C1d)**

Primary Responsibility: Chamber; Timeframe: ongoing

- **Tactics (c1 c&d)**

- Submits and presents to Idaho Travel Council Grant for marketing funds
- Applies and presents annually on behalf of Teton Valley for Marketing funds
- Coordinates all aspects of grant submissions on behalf of local events
- Implements tracking of event participation for grant submissions
- Establishes guidelines for event funding to maximize overnight stay

- **Develop a Teton Valley brand (C1e)**

For Products: Primary Responsibility: TVBDC;

- **Tactics:**

- Create and distribute the “Made in Teton Valley” logo.
 - Completed May 2015
- As budget allows, use media placements and advertising to promote the attributes of the brand.

For Experiences: Primary Responsibility: Chamber

- **Tactics:**

- Create and distribute the “Discover Teton Valley” logo.
 - Completed
- Promote the brand through advertising, website, brochures and other collateral.

- **Create an information portal for visitors to the area (C1f)**

Primary Responsibility: Chamber

- **Tactics:**

- Create and maintain the “Discover Teton Valley” website.
 - Completed by Chamber. Result:
<http://www.discovertetonvalley.com/home>

D. Protect and Foster Lifestyle Community

- **Enhance key recreational assets (D1a)**

Primary Responsibility: various;

Timeframe: ongoing

- **Maintain open space and provide a mechanism to protect natural resources (D1b)**

Primary Responsibility: various;

Timeframe: ongoing

- **Housing inventory (D2a)**

Primary Responsibility: various;

Timeframe: ongoing

Sustainable Yellowstone Report, 2014

- **Promote food events that support farming (D3a)**

Primary Responsibility: Teton Valley Business Development Center (TVBDC)

Timeframe: ongoing

- Staff Made in Teton Valley booth at markets and other events.

- **Support infrastructure to enhance local value added farm products (D3b)**

Primary Responsibility: various groups;

Timeframe: ongoing

- **D4a: Work with Grand Targhee Resort to maximize the effects of summer music events**

Primary Responsibility: Teton Valley Business Development Center (TVBDC) & TVCC

Timeframe: ongoing

- Work with GTR marketing staff on a presence

- **Support and promote events that highlight local arts, history, culture and music (D4b)**

Primary Responsibility: TVCC , various;

Timeframe: ongoing