



a five-year economic acceleration initiative for the Boise Valley

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Executive Summary

The Competitive Edge Initiative is a five-year (2011-2015), \$4.0 Million regional economic growth initiative to benefit the Boise Valley. The initiative will embody a nimble and proactive operating style that will effectively engage Valley-wide allies and partners. It is a bold, focused and coordinated private/public partnership, created and coordinated by the Boise Valley Economic Partnership (BVEP).

FIVE YEAR WORK PLAN

Strategy 1: More Aggressive Targeted Business Recruitment

- Target primary sectors to include Alternative Energy Manufacturing, Health Sciences, Food Processing, Computers/Electronics, Professional Services, Civilian & Military Aviation/Air Cargo Operations and Energy Efficiency Technologies
- Target secondary sectors to include Software, Wineries, Outdoor Sporting Goods Manufacturing, and Medical & Personal Products Manufacturing
- Expand the region's technology base by growing new industry sectors around university research, major corporations and new entrepreneur tech companies

Strategy 2: Advocacy

- Aggressively advocate at all levels of government on behalf of existing business, particularly for improvement in Idaho's competitive position in economic development
- Retain expert counsel and lobbyists to assist in achieving progress on its advocacy goals (example: urban renewal and workforce development funds)
- Support efforts to spur innovation and incubate new and growing regional businesses through entities such as The WaterCooler, Kickstand, the Idaho Technology Council, investment groups, universities and private sector partners

Strategy 3: Support Business Retention and Expansion

- Collaborate with municipalities to identify existing companies with the greatest growth potential as well as those companies that may be at risk
- Coordinate with municipalities to assist existing companies throughout the Boise Valley with their expansion efforts and help to streamline projects
- Support and cultivate expansion of the Valley's infrastructure for roads, rail, transit, aviation, energy, broadband capacity, military and workforce preparedness

GOALS OF THE FIVE-YEAR JOB RECRUITMENT PROGRAM

- Create 3,000 direct jobs and 2,970 secondary jobs through new business attraction, business expansion and small business development that provides competitive wages for the region
- Conduct 670 sales calls to targeted executives, companies and industries to promote new business attraction and existing business expansion
- Conduct 30 out-of-state sales missions to targeted executives
- Manage 1,000 project leads to attract new business capital
- Target 25 trade shows to meet with target industry companies and executives
- Host 48 site visits to the Valley to encourage job attraction and capital investment

ANTICIPATED IMPACT

When asked to make a financial investment in The Competitive Edge Initiative, our leaders will require a measurable return on their investments. The immediate benefits of a strong economy brought about by strategic economic development initiatives accrue to those who sell their products and services locally. However, economic development research indicates that more people are drawn to communities in which employment opportunities are increasing. Therefore, a strong economy in the long run actually provides local employers with a larger better qualified workforce. Both the private and public sectors benefit from a larger local payroll, increased demand for goods and services, greater capital investment in plant and equipment and a broader tax base. Moreover, the types of industries targeted and supported will ensure future growth and sustainability.

What 5,970 jobs will mean to the Boise Valley:

Total Number of Jobs	5,970
Annual Increase in Area Payroll	\$194,250,000
Annual Net Personal Consumption Expenditures	\$143,647,875
Total Annual Estimated Tax Revenue	\$3,648,467

GOVERNANCE AND ACCOUNTABILITY

To ensure program effectiveness and accountability, a governance council will be comprised of major investors and other key stakeholders. This council will provide program direction and oversight, and maintain the highest level of transparency and communication to all investors. This body will also be responsible for the implementation of the Investor Relations Program designed to keep investors fully informed. Investors will also be given regular reports of the program's progress toward achievement of the campaign goals.

Message from the Campaign Chairs



Michael Ballantyne
Thornton Oliver
Keller Commercial
Real Estate

Over the last decade, the great firms that helped build the Boise Valley have ceded their leadership positions, leaving a painful void. The global recession, coupled with the Boise Valley's loss of employers, makes it critical that we as a community come together to rebuild our employment base. Nationwide, employment based on natural resources, construction and agriculture are taking a back seat to jobs in healthcare, alternative energy, electronics and other technologies. This new initiative will allow the Boise Valley to compete in attracting these 21st century careers and secure our children's ability to grow and live in a vibrant, healthy community.



Joel Hickman
KeyBank N.A.

This capital campaign is not just about telling corporate site selectors, CEOs and Economic Development Directors about our great quality of life in the Boise Valley and why they should move to Idaho. We are raising the capital necessary to orchestrate a campaign which will have laser-like focus. We are focused on the story of a well-educated, hard-working community with a history of corporate and entrepreneurial success. We are building a footprint for success today and tomorrow. Make no mistake the competition is out there. If we don't act now to raise this money and execute on our plan, we will be left behind at a time where the opportunity is on our doorstep. What's it going to be Idaho?!



Dennis Johnson
United Heritage
Financial Group

The future is bright for the Boise Valley Economic Partnership and its program. We are fortunate to have Clark Krause as our Executive Director and an experienced and capable staff in place. As the economy continues to recover, we believe that the Boise Valley will be a great draw for new businesses due to our educated workforce, relatively low energy costs, communication and transportation hubs, and quality of life. The future is also bright for growth and expansion of our existing businesses and industries. Idaho continues to balance it's budget and meet it's commitments to its citizens without creating a governmental fiscal crisis. All of these factors lead to a positive climate for business attraction and expansion and a great future.

Message from the BVEP Chair



David Terrell
Washington
Trust Bank

In my role as Chairman of the Boise Metro Chamber last year, and thus far as Chairman of BVEP, the one thing that I am most impressed and inspired by is the level of collaboration that is now evident between all of our economic development partners throughout the entire Valley. Watching our economic development leaders from both the State of Idaho and the communities that make up the Boise Valley working together exemplifies a unified spirit aimed at developing new jobs from both external and internal sources, and this cohesive force is building some very positive momentum as we move into 2011. I believe they will play a critical role in the economic recovery of the Boise Valley in the years to come.



Public Partners



Dave Bieter
Mayor
City of Boise



Tammy de Weerd
Mayor
City of Meridian



Tom Dale
Mayor
City of Nampa



John Evans
Mayor
City of Garden City



Garret Nancolas
Mayor
City of Caldwell



Jim Reynolds
Mayor
City of Eagle



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