



Partnerships, Strategies and Investments: *Moving Idaho Forward in the Global Economy*



ECONOMIC DEVELOPMENT DISTRICTS OF IDAHO

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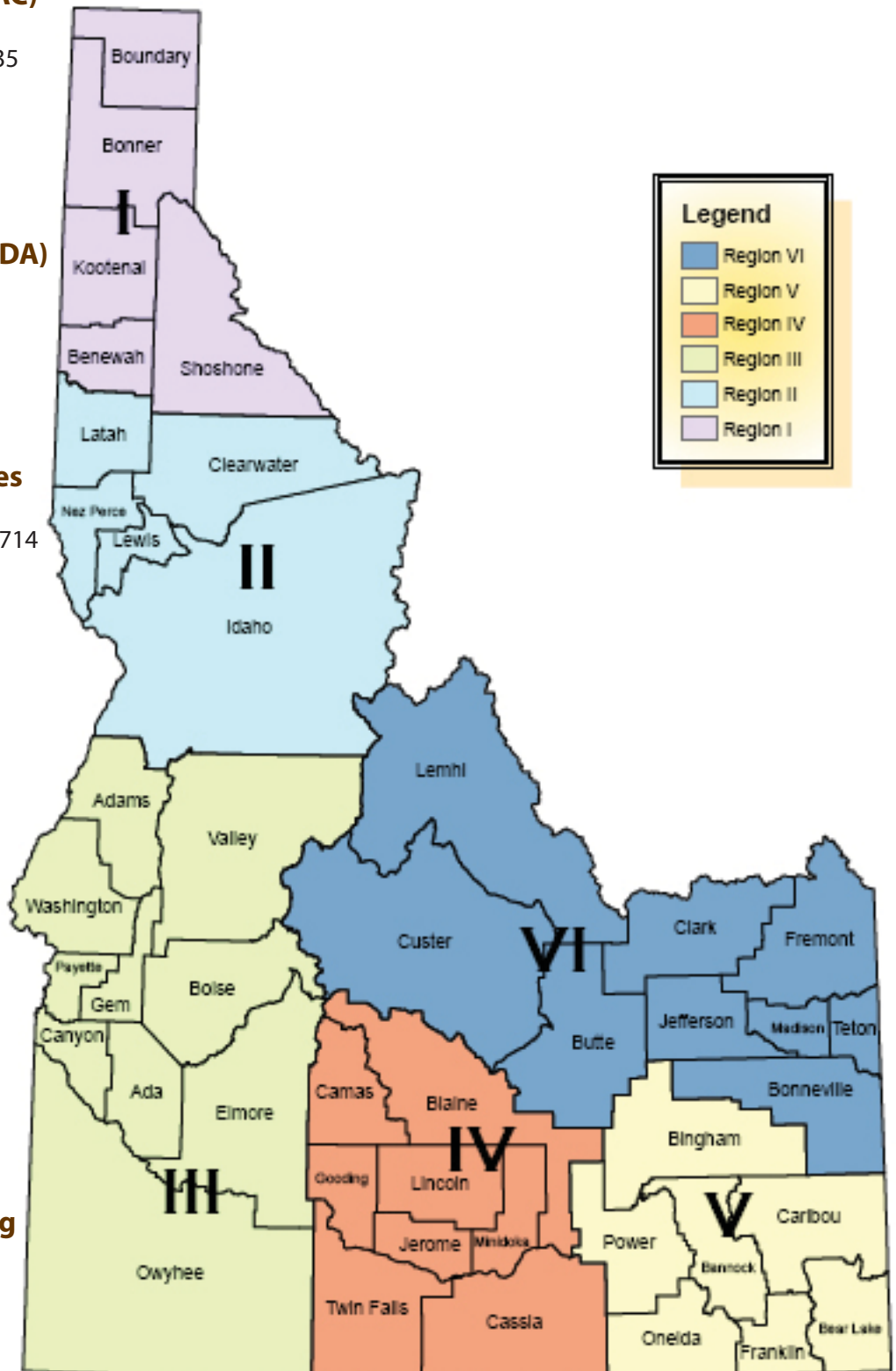
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Map of Economic Development Districts of Idaho Courtesy of Sage Community Resources.

Achieving Results Through Regional Partnerships, Public Investments & Comprehensive Strategies

The six **Economic Development Districts of Idaho** recognize that our local governments, businesses, communities and workforce are competing in an increasingly complex economic environment. No longer are our local communities competing mainly against their neighbors, statewide or even nationally. Instead, we are all increasingly operating in a sophisticated global marketplace.

As members of the Economic Development Districts of Idaho, Inc., our organizations serve as essential catalysts for building regional partnerships and local capacity. We assist in developing and implementing comprehensive, strategic plans that are helping our state and individual regions keep pace and prosper in today's competitive economic climate.

Our organizations share the common tenet that our local governments and communities can accomplish more by working together than individually. This approach has achieved impressive results for our organizations and communities, both statewide and regionally, during the past four decades.

While we are proud of our past accomplishments, we recognize there is still a great deal of work ahead. To better position our regions for the future, we will continue

to pursue holistic and long-range approaches to building a world-class economy and improved quality of life.

Our Economic Development Districts are constantly exploring new ideas, opportunities and approaches. We remain committed to securing the resources and knowledge needed for our local entrepreneurs, businesses, workforce and government leaders to succeed.

Most importantly, all of our programs are focused on helping the people of Idaho, whether providing fresh, safe and affordable drinking water, building the infrastructure and facilities needed to support business and industry, offering start-up or expansion capital to entrepreneurs and small business owners, or preparing our youth and workers for the future.

As our communities become even more interdependent and interconnected, the Economic Development Districts of Idaho will continue to provide and support a wealth of services that are making life better, safer and more productive for the citizens of Idaho.

This report showcases only a sample of the results, programs and partnerships our organizations have forged within our regions and across our state for the benefit of our local governments, citizens and businesses.



The Economic Development Districts of Idaho work to strengthen local governments, economies and communities through regional cooperation, comprehensive development strategies and leveraging of public and private resources ... resulting in a stronger statewide economy and improved quality of life for the citizens of Idaho.

Governor C.L. "Butch" Otter

"Idaho's six economic development districts are some of the state's best kept secrets. They are essential catalysts in implementing community and economic development projects across the state. The men and women involved with the economic development districts know the local people, needs and opportunities. They are unsung heroes in nurturing regional partnerships. Most importantly, they are key players in moving projects from the drawing board to reality."



United States Senator Mike Crapo

"The six Economic Development Districts of Idaho are providing invaluable leadership and organizational capacity that is helping us achieve results across the state. They understand that our local governments and communities must work regionally to assemble the fundamental building blocks, such as broadband, water and sewer systems, business capital and a skilled workforce, for our state to successfully compete in today's global economy."

Leonard Smith, Regional Director, Seattle Region U.S. Economic Development Administration

"The EDA Seattle regional office places a high premium on our partnerships with the six Economic Development Districts in Idaho. Our staff relies extensively on the EDDs to help us stay informed of pressing local needs, emerging trends in specific regions and across the state, and potential investment opportunities for the agency. Most importantly, the EDDs share our focus on performance-driven results, crafting locally-driven strategies and projects, and fostering regional collaborations that improve the economic conditions of the state."



Facts about Our EDD Organizations:

- Our six EDDs serve all of Idaho's 44 counties, 200 municipal governments and 1.4 million residents.
- Our EDD policy boards include elected and appointed officials from each county, as well as municipal government, special purpose districts, universities and colleges, business and industry, and community and non-profit organizations.
- With only 92 full-time employees, our six EDDs successfully managed and accounted for more than \$298 million worth of projects, programs and loans during the past two years.
- Our six EDDs are part of a broader national network of 520 regional development organizations, including 369 designated and funded by EDA as multi-county regional economic development planning organizations.

ECONOMIC DEVELOPMENT DISTRICTS OF IDAHO:

Statewide Coverage, Regional Approaches and Local Results

As members of the Economic Development Districts of Idaho, Inc., our statewide network of six multi-county Economic Development Districts (EDDs) provides invaluable “behind-the-scenes” professional and technical assistance to local government, business and community leaders across the state.

Our primary aim is to improve the economic conditions and quality of life for Idaho’s residents. Collectively, our organizations share the mission of crafting and implementing comprehensive strategies, as part of the U.S. Economic Development Administration’s (EDA’s) planning program, that support regional and local job creation and retention initiatives.

We place a strong emphasis on the development and maintenance of public infrastructure and community facilities necessary to foster business, entrepreneurial and residential development. In addition, we facilitate and participate in countless intergovernmental and multi-sector partnerships, resulting in improved coordination and leveraging of limited public resources.

As public non-profit entities, each of our organizations is governed by a policy board of elected and appointed local officials, with additional representation of business, education and community leaders. This model allows us to share and deliver common programs and initiatives, while also giving us the flexibility to pursue innovative and targeted solutions to meet our individual regions’ needs and priorities.

Most importantly, local governments and citizens across the state benefit daily from the broad range of services offered or facilitated by each of our EDDs. These are often public services that many people take for granted, yet

STATEWIDE RETURN ON INVESTMENT

- Our six Economic Development Districts (EDDs) collectively generate an impressive **Return on Investment of \$44 leveraged for every \$1 in local government dues** for our annual programs and operations
- In the past 10 years, our EDDs have managed and implemented more than **680 projects valued at more than \$416 million** in direct spending. Our EDDs have also helped countless communities and partners apply for and receive millions of dollars in additional public, private and philanthropic assistance
- Since the inception of the Economic Development Administration (EDA), our **EDDs have secured over \$107 million in EDA infrastructure and economic adjustment assistance** tied directly to local job creation and retention efforts
- Our EDDs have made available **more than \$212 million in gap financing, start-up assistance and expansion capital** to businesses and entrepreneurs
- These **711 business loans have leveraged an additional \$400 million in private investments, helping create 4,696 new jobs while retaining 4,228 jobs** that were in jeopardy of being lost without our programs



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**Communities
and citizens
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Photo: Idaho Tourism

they require years of effort, forging of intergovernmental partnerships and millions of dollars: clean, safe and reliable drinking water, along with much needed wastewater and sewer treatment facilities; industrial parks for business development, innovation and growth; access to affordable small business and entrepreneurial lending resources, training and technical assistance; and training facilities and initiatives to prepare our state's workforce and youth for the new economy.

WORKING REGIONALLY WITH LOCAL ACCOUNTABILITY

Traditionally, our services have concentrated on regional planning, grant packaging and administration, and technical assistance related to community and economic development, infrastructure development, workforce development and census data management. Our organizations also have strong traditions in operating a diverse array of business development finance lending, training and technical assistance programs aimed at entrepreneurs and companies across the state, especially those individuals and firms struggling to secure traditional bank financing.

We gather and disseminate pertinent information for our local governments, communities and partners. We keep local officials informed of federal and state funding opportunities, legislative and regulatory changes, and partnership opportunities. We conduct and assist with training workshops, town hall meetings and public hearings. We respond to information inquiries, facilitate statewide and regional information exchanges, and maintain libraries of data, planning documents and funding applications.

FOSTERING REGIONAL PARTNERSHIPS AND SOLUTIONS

Most importantly, we are in the business of fostering partnerships among federal, state and local officials, as well as between public sector leaders and representatives of business, education, health care, philanthropic, non-profit and community sectors.

Today, individual EDDs are also taking a leadership role on a variety of important issues, such as providing services for the elderly, forging partnerships to deploy affordable and reliable broadband services, preparing our youth and workforce for a rapidly evolving global marketplace, and supporting and investing in our wealth of local entrepreneurs and innovators.

EDDs in specific regions are developing advanced Geographic Information System (GIS) tools and data that are empowering local officials to make more informed decisions, manage and plan public investments, and coordinate the improved delivery of public services. Others are working to help local governments, schools and industry develop, obtain and research renewable and alternative energy sources.

Whether working through our statewide association, the Economic Development Districts of Idaho, Inc., partnering with neighboring regions or working within our individual service areas, our EDDs are implementing a diverse portfolio of programs and initiatives aimed at advancing the economic and community interests of the state. We are proud that our work is improving and expanding each and every day.

COMPREHENSIVE STRATEGIES DRIVE INVESTMENTS

All six of Idaho's EDDs receive modest, yet invaluable, annual planning grants from the U.S. Economic Development Administration (EDA). This vital seed money is used by our EDDs to work with our statewide, regional and local partners to prepare comprehensive strategies and initiatives to advance our regional economies.

The EDA Comprehensive Economic Development Strategy (CEDS) process is about much more than simply crafting a plan. It provides the impetus and an independent forum for bringing leaders together from all sectors of the region. It helps identify pressing needs and long-range goals for each multi-county region. More importantly, the EDA planning process serves as the foundation for obtaining implementation funding for vital projects. Our EDDs have helped our partners receive more than \$107 million in EDA public works, economic adjustment and technical assistance money. Since any potential applicant must have a federally-approved CEDS in place before it can obtain EDA assistance, our local communities and partners can typically meet this important eligibility criterion through our regional EDD CEDS.

Most viable economic and community development projects require extensive cooperation among various public and private sector partners, as well as the leveraging of funds. We have helped numerous local governments and our other partners across the state secure EDA funds for highly successful initiatives, such as:

- South Lincoln Industrial Park in the Jerome region, where several EDA grants leveraged over \$220 million in private investments and helped create 2,200 jobs
- East Idaho Business and Health Center in Rexburg, which provides new space for the local technical college to offer nursing and health services courses and the EDD provides incubator space for dozens of new and expanding businesses
- An industrial site in the City of Orofino, now fully occupied with Architectural Signs and Engraving, Inc. as the anchor tenant, which has been vital to helping the region rebound after the closure of a major plywood plant
- Development of several state-of-the-art business and entrepreneurial development centers, including facilities in Arco, Mackay, St. Anthony and Salmon

INFRASTRUCTURE IS FUNDAMENTAL TO DEVELOPMENT

Clean, safe and accessible water is a constant concern for communities statewide, and our EDDs are working diligently across the state on various water, sewer and water treatment projects. Our role is often behind the scenes, such as educating local officials about new and often complex federal and state regulations, writing and administering grant and loan packages, and spending hundreds of hours coordinating and bundling project implementation resources from various funding partners.

Our assistance is invaluable given the length of time — often five to 30 years — and expertise required to tackle and complete infrastructure projects, whether due to the local topography, cost, technology, politics or a combination of any of these issues. Our EDDs have spent decades building the institutional knowledge and long-term relationships needed to oversee these vital public infrastructure projects, ultimately improving the economic potential and quality of life within our state.

PARTNERSHIPS, STRATEGIES AND INVESTMENTS: MOVING IDAHO FORWARD



Our EDDs have helped secure more than \$107 million in EDA investments to support local job creation and retention efforts.

Before



After

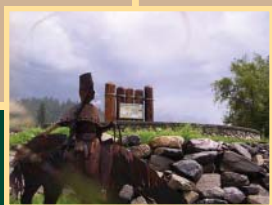


Photo: Idaho Tourism

REUSE IDAHO BROWNFIELDS COALITION: STATEWIDE BUSINESS LENDING PROGRAM

The reuse of abandoned or lightly contaminated industrial properties, such as gas stations, dry cleaners, mill sites and manufacturing factories, is a major goal of our EDDs statewide. The benefits are far ranging and include restoring community pride, removing blighted sites, adding local jobs and tax revenue, addressing safety and health issues, and saving precious green space.

In May 2005, our state association received funding from the U.S. Environmental Protection Agency (EPA) to establish a \$3 million statewide brownfields revolving loan fund to help local businesses and organizations clean up and reuse contaminated properties for economic benefit. Working in partnership with the Idaho Department of Environmental Quality (IDEQ), we are now better positioned to improve our state's environmental stewardship while pursuing renewed economic opportunities. (*Visit Idahobrownfields.org for more details.*)

FINANCING BUSINESSES AND ENTREPRENEURS TO SPUR JOB CREATION AND INNOVATION

Even established companies may stall out in their growth without access to affordable investment and operating capital, as well as professional business planning, marketing and technical assistance. Fortunately, each of our EDDs offers a diverse set of business development finance programs that provide loans and technical assistance to support the growth of small businesses, firms and entrepreneurs struggling or unable to obtain conventional bank financing by themselves.

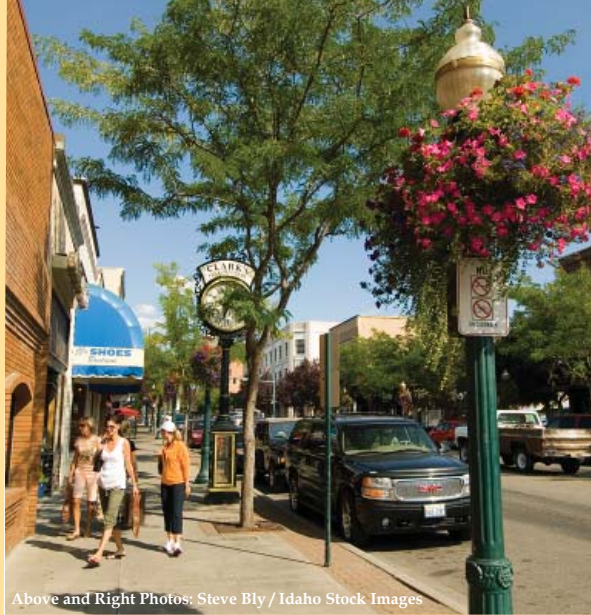
EDD PARTNERSHIP MODEL:

Benefits of a Regional Approach

- Foster cooperation among local government, business and community leaders, as well as forge improved coordination among federal, state and local governments
- Build institutional capacity and economies of scale needed to secure, package and leverage public, private and non-profit investments to build the infrastructure, facilities, strategies and workforce necessary to spur local job and wealth creation, resulting in an enhanced quality of life across our regions and state
- Serve as advocates and resources for our local governments and communities at the state and federal levels



Photo: Troy Maben / Idaho Stock Images



Above and Right Photos: Steve Bly / Idaho Stock Images



Our EDDs operate traditional federal loan fund programs such as EDA Revolving Loan Funds (RLFs), USDA Intermediary Relending Programs (IRPs) and Small Business Administration's 504 Certified Development Companies. Several of our EDDs also have microlending programs, including initiatives aimed at Native American and Hispanic populations, as well as loan funds for municipal programs, community infrastructure and entrepreneurs.

During the past 10 years, our EDDs have made more than 711 business loans worth more than \$212 million. These investments have leveraged more than \$400 million in new private and public sector financing for emerging and existing businesses, helping retain 4,228 jobs while creating 4,696 new jobs across the state. Today, our EDDs have a combined loan fund portfolio of \$96 million.

Several of our EDDs also operate or support regional business development centers that provide entrepreneurs and emerging business leaders with professional training, affordable office space and access to mentors, technical assistance and business capital. These types of initiatives, which are often in partnership with universities and colleges, serve as the foundation for our state's economic future.

CARE GIVING AND SERVICES FOR ELDERLY AND DISADVANTAGED

Several of our EDDs have implemented programs and services for the elderly, low-income and other disadvantaged populations of the state. These initiatives include administering Area Agencies on Aging

(AAA) under the U.S. Health and Human Service's program and forming community housing development organizations (CHDOs). In several other cases, it involves supporting coalitions focused on helping the homeless and hungry, as well as establishing partnerships that provide health care services to rural senior citizens. By working regionally and in a cooperative spirit, we are addressing these complex and long-term social and human service needs in a more efficient, cost-effective and results-oriented manner.

ACCOUNTABILITY, TECHNICAL SKILLS AND FOCUS EARN RESULTS

Many local governments across the state lack the capacity — staff, technical and financial — to successfully navigate the reams of regulations and guidelines of federal and state programs. Our EDDs make efficient use of our staffing and technical resources to provide invaluable assistance, such as drafting grant proposals, acting as liaisons with funding and oversight agencies, and frequently, administering the project dollars and complying with agency rules after funds are awarded.

In the past 10 years, our EDDs have administered more than 680 grants and projects, including pass-through funds, worth more than \$416 million in direct spending. In just the past two years, we have managed 164 grants and projects with more than \$83 million in federal investments and more than \$298 million in total funds. All of these projects are aimed at addressing the fundamental building blocks for competitive and livable communities.

Panhandle Area Council

HIGHLIGHTS

- Operates portfolio of business loan funds, as well as provides training and technical assistance, through small business micro-loan program, SBA 504 Certified Development Company (CDC), EDA Revolving Loan Fund (RLF) and USDA Intermediary Relending Program (IRP)
- Administers an innovative municipal leasing program that provides affordable and accessible financing for public entities and partners to build vital facilities, such as fire and police stations, libraries, schools, parks, county courthouses and rural college distance learning centers
- Works with private utilities and local governments to maintain an advanced Geographic Information System (GIS) that enhances planning and decision-making processes
- Established partnership with a city, human rights organization, urban redevelopment agency and a library district to help secure over \$60 million in grants within a three-year period, including resources for a much needed community center
- Helped develop a strategic plan and secured money for a regional airport facility needed to retain Idaho's only regional airline, saving more than 130 jobs and potentially generating 100 new positions

The North Idaho Community College plays an instrumental role in providing students of all ages with the skills and training needed to keep pace in today's global economy, ultimately strengthening the regional competitiveness of this growing area.

The efforts of the community college, along with many of the region's other governmental and educational entities, are made easier thanks to an innovative municipal leasing program of the Panhandle Area Council (PAC), a five-county EDD based in Hayden.

As part of the program, PAC provides the leadership in securing lower cost financing to build much needed facilities, such as fire stations, courthouses, schools, city halls, police stations and county administration buildings. The Council currently owns 15 buildings.

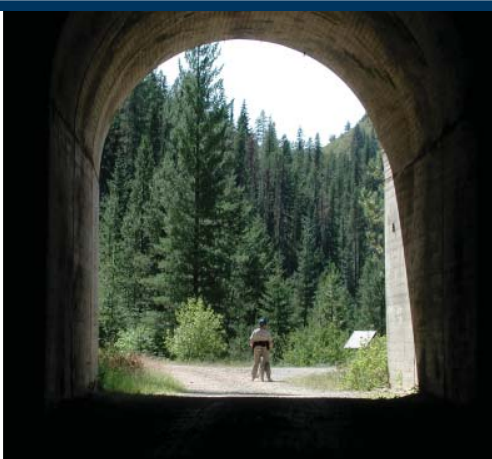
PAC leases the buildings on a yearly renewal schedule until the debt service on the property is retired, then it offers the property to the municipality for one dollar. This entrepreneurial system saves these public and nonprofit entities money while providing them with state-of-the-art

facilities, like the North Idaho Community College educational building in Bonners Ferry.

The initiative originated nearly a decade ago when one of the local fire districts lacked the capital for a new firehouse. The Panhandle Area Council decided to obtain a bank loan, buy the building and lease it to the fire district. "This was a means for the fire district to work within their current budget and provided the opportunity for them to afford property," says Jim Deffenbaugh, PAC Executive Director.

Deffenbaugh commented that this program has been helpful in creating valuable long-term relationships with local municipalities and others, ultimately helping the Council achieve its broader goal of promoting economic development.

"You cannot have economic development without local government being able to meet their obligations to a growing economy, and we have been able to provide the financing and leadership for our local governments to meet their obligations. In addition, it has allowed them to save money while also building equity," says Deffenbaugh.



Clearwater Economic Development Association

Regional collaboration is vital to advancing the economic development needs of the Clearwater Economic Development Association's (CEDA) five-county region. Like most rural regions, nearly every successful community and economic development project within the CEDA region has entailed significant cooperation among public, private and non-profit entities, including the leveraging of precious strategy development, capacity building and project implementation funding.

CEDA's partnership with the North Idaho Manufacturers' Association (NIMA) epitomizes the benefits of our regional partnership philosophy. It also demonstrates the potential power of public and private sector entities working together across jurisdictional and industry lines to ensure rural sectors, such as manufacturers, can compete in today's global economy.

The strategic efforts of NIMA and CEDA are helping many local rural manufacturers strengthen their business relationships, identify areas for collaboration and work together on pressing initiatives, such as positioning and retraining the region's workers for the future as well as expanding high-speed broadband services to the region's business, government, education, utility and health sectors.

In addition to helping NIMA and other entities secure federal and state assistance, CEDA uses its long tradition of finance lending for business development. In most instances, CEDA partners with commercial lending institutions to provide financing for business start-up and expansion activities.

After Anderson Aeromotive, a company specializing in rebuilding and repairing rotary airplane engines, relocated from California to Grangeville, Idaho, the company was in the precarious position of either purchasing the building it was leasing in Grangeville or moving to another site. Unable to find a suitable site to relocate the business and facing significant hurdles in obtaining bank financing to purchase its current building, the owner turned to CEDA and the local economic development corporation for assistance.

Ida-Lew Economic Development worked from the local end with the land owner and city to facilitate the sale of the original building, while CEDA provided the financing that allowed Anderson Aeromotive to purchase the property. Since the purchase in 2003, Anderson Aeromotive has obtained two additional properties and grown from six to 26 employees.

This is just one of many examples of how CEDA pursues its mission of helping retain and create quality jobs throughout its region. It also showcases the power and potential of public and private sector leaders working together to strengthen the economic competitiveness of a rural region.

HIGHLIGHTS

- Operates more than \$2 million in business development loan programs, including gap financing and micro loans for businesses and entrepreneurs
- Manages \$4.87 million in federal funds used to plan and implement over 180 projects related to the commemoration of the Lewis & Clark Bicentennial



- Coordinates the activities of the North Central Idaho Telecommunications Consortium, a broad-based group of local governments, colleges and universities, utilities, local development councils, businesses and others working to increase access and deployment of advanced broadband and telecommunications services within the region
- Hosts quarterly meetings of the Eastern Washington / North Central Idaho Collaborative of Economic and Community Development Professionals
- Secured and manage EDA financial assistance for the North Idaho Manufacturers' Association (NIMA), as well as provide organizational support for NIMA

Sage Community Resources

HIGHLIGHTS

- Implementing initiative aimed at transforming resource-dependent to resource-related economies, including woody biomass utilization industry, agriculture-led tourism and arts as entrepreneurs
- Maintains new Geographic Information System (GIS) mapping laboratory to provide visual tools that enhance local decision making and strengthen data analysis and management
- Provides support for the Western Alliance for Economic Development, a partnership of Sage, two counties, numerous small cities, Canyon-Owyhee School Service Agency and the Caldwell/Canyon Economic Development Council
- Provides management for the new statewide Reuse Idaho Brownfields Coalition (RIBC), an innovative and collaborative partnership of all six EDDs and Idaho Department of Environmental Quality to clean up and reuse blighted properties
- Administers the Southwest Idaho Area Agency on Aging (AAA), which assists elders in leading independent, meaningful and dignified lives

Imagine converting wood pellets into woody biomass so schools can save 75 percent on heating and cooling costs, local businesses and communities can become better stewards of the environment and new economic opportunities can be generated within an area whose survival has been heavily dependent upon a declining timber industry. This vision has been a major driving force behind Sage Community Resource's Woody Biomass Utilization Partnership.

Sage Community Resources, in collaboration with West Central Highlands Resource Conservation and Development (RC&D) and Adams County, proposed the program to utilize existing and future timber slash and small timber as part of the economic diversification efforts in Adams, Boise, Gem, and Valley counties.

Rather than abandon one of the region's primary economic assets, the initiative aims to add value locally by producing a safe and reliable renewable energy resource from the region's plentiful timber supply.

This helps the region diversify its economy and create new job opportunities at a time when the local

timber industry is gradually disappearing, while also saving on fuel costs and improving local environmental conditions.

"We recognize the strong timber heritage and culture that has existed in the area," says Pat Engel, Director of Business and Community Development for Sage Community Resources. "We want to create an industry that can build on timber products that go beyond logging."

The program, funded in July 2007 after more than a year of planning, is a collective partnership between Sage Community Resources, the four counties, Idaho Department of Commerce, West Central Highlands RC&D, Boise and Payette National Forests, USDA Rural Development and private industry.

While the program's target area is currently limited to a four-county region, there are plans for the consortium's biomass program coordinator to help broaden the development and use of woody biomass across the state. The Idaho legislature has already established a statewide task force to look at potential incentives to stimulate the formation and development of the biomass industry throughout Idaho.



Photo: Joshua Roper / Idaho Stock Images

Region IV Development Association

Building partnerships to generate regional economic development results is what Region IV Development Association (RIVDA) is all about. Dating back to its founding in 1973, nearly every successful initiative spearheaded by RIVDA has been centered on “putting the walk into the talk” – overcoming traditional turf battles and geo-political boundaries by using collaboration to spur economic development.

One of RIVDA’s oldest partnerships has been with the College of Southern Idaho (CSI). Dr. James Taylor, CSI’s first President, was instrumental in bringing two existing Councils of Governments together to form RIVDA as a designated EDA Economic Development District (EDD). Creating RIVDA as the one-stop-shop for economic, community and workforce development has proven invaluable in helping the region access EDA’s economic development planning and infrastructure funding. CSI capitalized on the EDD’s access to EDA public works funds for the construction of numerous vocational training facilities. These facilities have helped CSI mature into a major leader, asset and innovator for workforce training in the state.

RIVDA’s long history of working in partnership with local leaders and resources to create and sustain focused economic development efforts has spawned several additional innovative approaches to regional economic development. One such collaboration was the creation of a single regional marketing organization that would champion business recruitment and diversification efforts for the entire eight-county area – attempting to bridge decades of the “me first attitude.” In cooperation with CSI, the Twin Falls Chamber of Commerce and others, RIVDA helped create the Southern Idaho Economic

Development Organization (SIEDO) to promote the region as a first-class business destination.

Since its creation in 2000, SIEDO has garnered broad private and public sector participation, including the Jerome and Twin Falls chambers of commerce, several cities and counties, Idaho Power Company, RIVDA and CSI. This innovative regional partnership has also earned many successes, starting with its early triumph of locating a new Dell Computer service center with 650 employees in Twin Falls.

Recognizing that significant business development lending gaps persisted within the state, RIVDA’s executive director approached his counterpart at the Southeast Idaho Council of Governments about potential solutions. After determining that the formation of a Community Development Financial Institution (CDFI) would be a valuable asset, the two groups secured an EDA technical assistance grant to form and incubate what would become the Idaho-Nevada CDFI.

While RIVDA and representatives of several other EDDs maintain strong leadership roles, the CDFI is operated as a separate entity. Most importantly, the CDFI has built an impressive loan portfolio of nearly \$25 million, far exceeding its initial goal of \$7 million.

Over the years, RIVDA has skillfully adapted and combined the talents and assets of its eight-county region to address local needs. The achievements of RIVDA are also a direct result of its ability to work cooperatively with leaders of business, education and civic groups, as well as federal, state and local government officials.

HIGHLIGHTS

- Helped secure EDA funding for facilities at College of Southern Idaho, including a small business training center and nursing program classrooms, as well as assistance for the Cassia Regional Tech Center in Burley
- Played leadership role in obtaining EDA funding for industrial park development in Jerome and Gooding Counties, resulting in more than \$220 million in private sector investment and creating nearly 2,200 new jobs
- Provides assistance to the Idaho Nevada CDFI for rural Idaho and Nevada, an important source of capital for businesses and entrepreneurs
- Partners with the College of Southern Idaho on various workforce initiatives, including a new \$5 million, three-year project funded under the U.S. Department of Labor’s WIRED program
- Assists the Southern Idaho Economic Development Organization (SIEDO) to expand economic diversification and recruitment efforts, while also supporting Southern Idaho Tourism in building the region’s tourism and recreation industry
- Operates business loan programs, including SBA, EDA RLF and USDA IRP loan funds



Southeast Idaho Council of Governments

Hess Pumice Products, Inc, a local pumice processing plant located in Oneida County and one of the largest employers in the region served by the Southeast Idaho Council of Governments (SICOG), was facing major challenges in meeting several U.S. Environmental Protection Agency (EPA) environmental and air quality emissions standards. The company, which ships its products worldwide, was left with only two viable options: make costly facility upgrades or relocate to another location.

HIGHLIGHTS

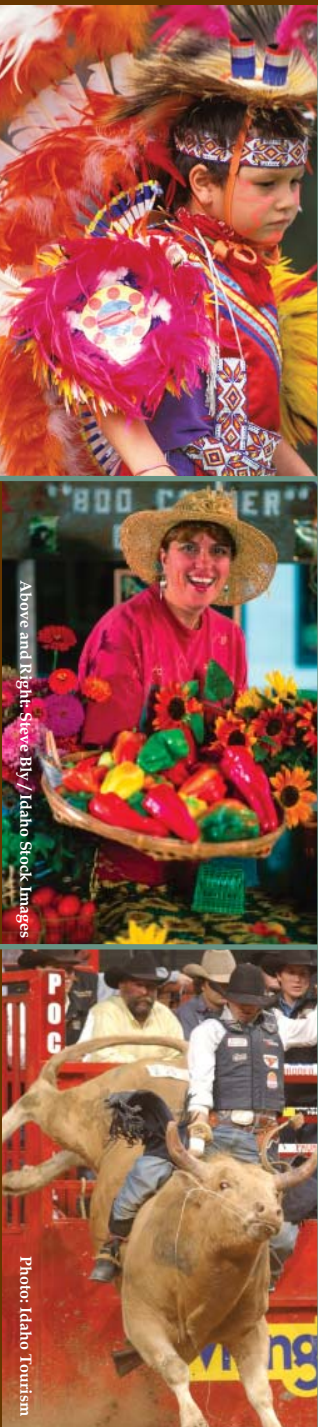
- Provides professional technical assistance to local governments with creation of business districts, infrastructure projects, homeland security planning and equipment purchases, and response to manufacturing plant closings
- Operates diverse portfolio of business loan funds, including SBA, USDA and EDA programs
- Works with the newly formed Snake River Basin Business Association, including assistance with the creation of a micro lending program for Native Americans
- Helps Partners for Prosperity, including formation of a micro lending program targeted to Hispanic entrepreneurs
- Operates Area Agency on Aging, including national award-winning senior health mobile program
- Plays leadership role in securing federal economic development and workforce funds, including resources for a major cheese manufacturing plant in Bingham County
- Works with local officials to develop and improve industrial park in Preston, resulting in the retention and creation of quality jobs for this highly rural area

Recognizing that the loss of this major employer would deal a devastating blow to the region's economy, SICOG worked with the company and several other local partners to retain the firm within the region. SICOG secured grant resources from the U.S. Economic Development Administration (EDA) to help make improvements at the Malad City Industrial Park, allowing it to accommodate the needs of Hess Pumice Products.

SICOG also used its various business development loan funds to assist Hess with its expansion efforts and the upgrading of its equipment and infrastructure. Combined, the efforts of SICOG were instrumental in retaining 85 quality jobs within the region, while also creating 50 new positions at the new site.

The Hess Pumice project is an example of how SICOG has helped local governments and economic developers across the region build the industrial parks and public infrastructure required to support and sustain private industry, especially in an agricultural region such as southeast Idaho. It also highlights the important role that public loan funds, such as those operated by SICOG, play in providing start-up and expansion capital to businesses and entrepreneurs who are struggling to secure traditional bank financing by themselves.

Over the years, SICOG has been a vital partner in building the region's six industrial parks, including securing millions in federal and state investments, providing professional staff assistance and offering business financing. These industrial parks, home to a variety of businesses such as a publishing company, food processing plants and technology firms, reflect SICOG's commitment to fostering job creation and retention initiatives throughout its region.



Above and Right: Steve Rhy / Idaho Stock Images

Photo: Idaho Tourism

East Central Idaho Planning and Development Agency

When Yellowstone Hotel Systems needed help to promote its innovative, property management software *OpenBook*, it turned to the Entrepreneurial Center (E Center), a partnership involving the East Central Idaho Planning and Development Agency's (ECIPDA) Development Company, to help write a business plan, conduct a market analysis, devise a promotional strategy and secure financing.

This decision has paid major dividends for the firm, as it gained enough revenue and clients to add 12 new positions in 2007, with plans to bring in another 35 employees in 2008. As explained by Dorothy Bowen, ECIPDA Project Administrator, "The mission of the E Center, teamed with the Development Company, is to strengthen the economy of Idaho by helping businesses, such as Yellowstone Hotel Systems, achieve the next level of business growth."

The E Center, formed in 2006, is a textbook example of how to build effective regional and multi-sector partnerships that support business development. Recognizing the substantial need regionally for help with business plan writing, technology transfers from the Idaho National Lab (INL), venture capital due diligence and small business consulting services, the East Central Idaho PDA and its affiliate Development Company helped form a partnership to build, fund and operate the E Center.

The partnership brought together experts, such as Robert Pothier, a former CEO of a publicly traded company and partner with Wasatch Venture Fund, along with highly credible institutions like INL/Battelle, BYU-Idaho, Eastern Idaho Angels and the other economic development districts across the state.

The Development Company has been an important financial contributor to the E Center, including a \$10,000 start-up grant. Today, ECIPDA and the Development Company continue to provide assistance with office space, grant writing, community outreach, partnership building and staffing. These professional services have been pivotal to the development of the E Center and its ability to deliver quality services to its clients and customers.

Pothier, who currently serves as Managing Director of the E Center in a volunteer capacity, also brings much needed national expertise and contacts to help increase venture capital deals in Idaho and to establish a deal flow structure where promising companies will be assisted in finding angel and venture capital funding.

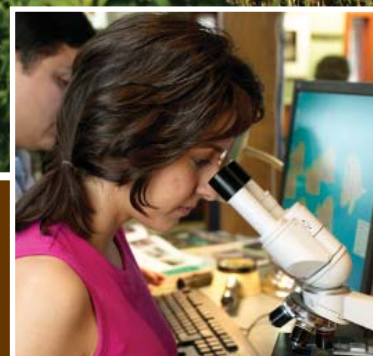
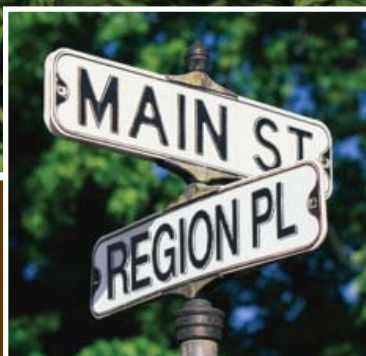
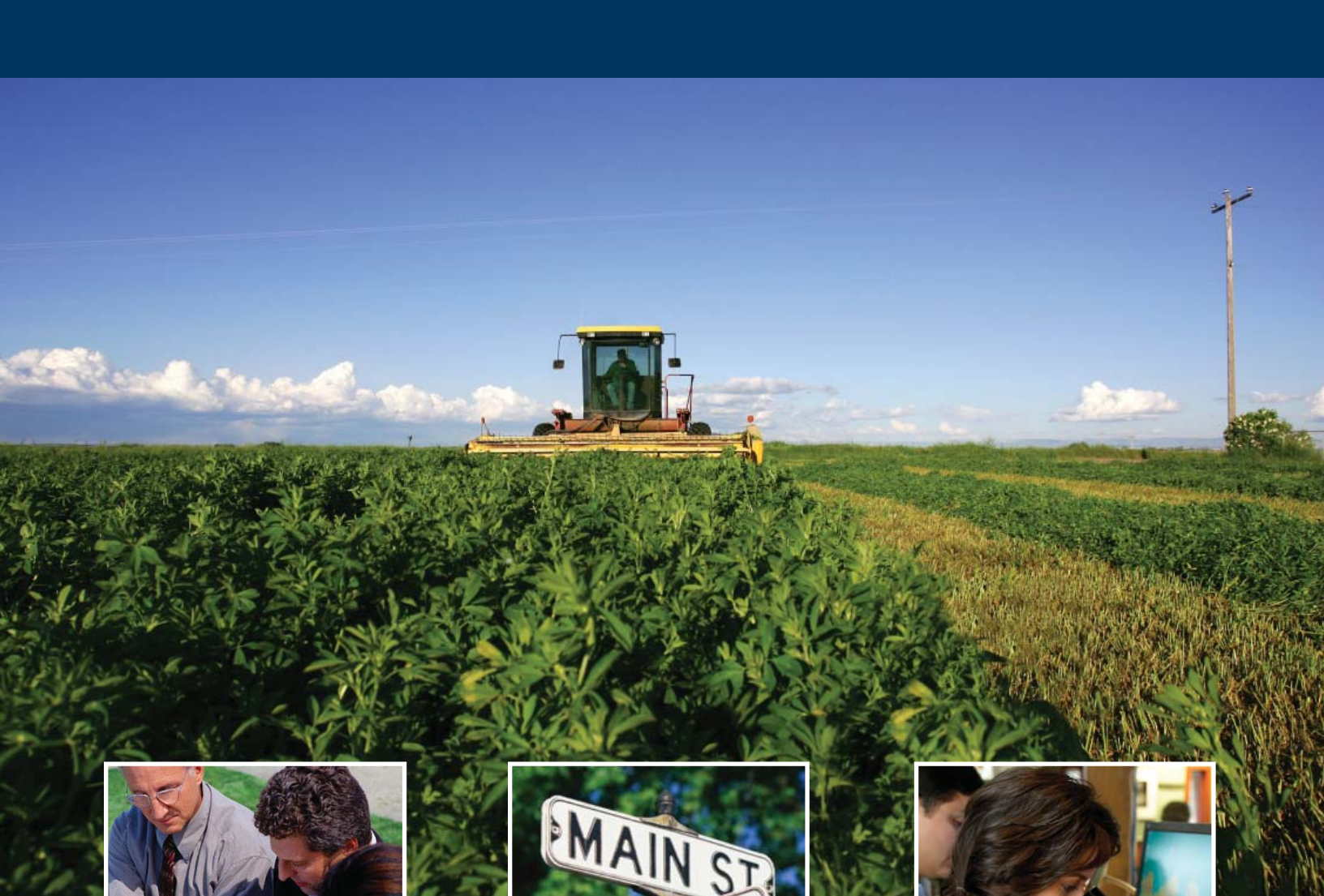
HIGHLIGHTS

- Maintains a business development finance and micro loan portfolio of more than \$40 million, including SBA 504 Development Company, EDA Revolving Loan Fund (RLF), USDA Intermediary Relending Program (IRP) and locally-based loan funds
- Provides administrative and professional staff support on a variety of water and sewer, industrial and commercial park, downtown revitalization and entrepreneurship initiatives
- Established a new Business Development and Health Education Center, which includes nursing and health services classes run by East Idaho Technical College, as well as business counseling, business lending and office space provided by ECIPDA
- Owns five entrepreneurship development centers and helped create two others to provide facilities, professional assistance and resources for existing businesses and start-up firms

Meanwhile, BYU-Idaho provides faculty and students who are providing invaluable know-how and technical skills. The E Center works with 50 - 100 students per semester through its intern program, while faculty members serve as active members of the E Center's board.

Idaho National Lab (INL) has supported the E Center from the beginning, including providing financial support, and today the center works closely with INL to complete market analysis and business plan writing for research technologies that may be prospects for spinning out into new companies from the Lab.

Projects such as the E Center show how entities like East Central Idaho PDA and the other five Idaho EDDs serve as important catalysts for moving economic development projects from a concept and dream to reality and results.



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