



**SPECIAL JOINT MEETING OF THE
KETCHUM CITY COUNCIL AND
KETCHUM PLANNING AND ZONING COMMISSION
Monday, February 7, 2011 at 7:30 p.m.
Ketchum City Hall, Ketchum, Idaho**

Council Present: Mayor Randy Hall
Council President Larry Helzel
Councilor Baird Gourlay
Councilor Nina Jonas
Councilor Curtis Kemp

P&Z Commissioners Present: Co-Chairman Deborah Burns
Co-Chairman Richard Fabiano
Commissioner Steve Cook
Commissioner Mike Doty
Commissioner Sam Williams

Also Present: Economic Development Consultant Tom Hudson
Ketchum Community and Economic Development Director Lisa Horowitz
Interim Planning Manager Mark Goodman
Recording Secretary Sunny Grant

1. Discussion of Ketchum Economic Strategy and review of goals and policies from the Ketchum Comprehensive Plan.

CED Director Lisa Horowitz – The City of Ketchum is embarking on a Strategic Planning process with our consultant Tom Hudson on an Economic Strategic Plan and the chapter of our Comprehensive Plan related to the economy.

Tom Hudson – This is an informal workshop tonight. Last spring, at its annual retreat, Council established a set of priorities to focus on economic development, including the priority to update the Economic Development chapter of the 2001 Comprehensive Plan. Things today are quite different than they were 10 years ago. We want to move forward, with limited funds, in a timely fashion, transparently, and with the collaboration of the economic development community and other economic development organizations in Blaine County.

We began the process by gathering economic data that already existed, and identifying what is most appropriate for the City of Ketchum. This is part of the City's fiduciary duty to deal with its economic development activities through the Comprehensive Plan process. Our primary focus is on the Economic Development chapter itself and its priorities. We'll also look at the Land Use chapter.

This first phase is to define the "ends", which will guide the "means".

In the Land Use chapter, we'll focus on districts with a commercial orientation, and not the goals of residential districts.

We have to start with the priorities within the community. We want to identify community values and priorities, goals and existing conditions, to build a framework that will guide any kind of economic development, whatever the opportunity might be. The Ketchum Comprehensive Plan doesn't include a lot of language that addresses the big picture, so that's one of our primary goals.

Tonight, we'll look at explicit principles, goals, and policies that specifically relate to economic development in the existing Comprehensive Plan, and the Downtown Master Plan, which is an adopted part of the Comprehensive Plan. All the elements of the Comprehensive Plan are linked to each other; but we're looking at the Economic Development and Land Use chapters for guidance. Our goal is to be comprehensive.

There is a significant number of organizations focused on economic development in Blaine County. Last fall, we held an open community workshop and listened to these different organizations speak about their different priorities. We heard a lot of good ideas and clear goals, and exchange of ideas, and asked people to give Council their priorities as a result of that meeting. Planning staff and I worked to organize all these statements into a more succinct list of dimensions of economic development.

We identified seven dimensions:

- Quality of Life
- Sense of Place
- Business Vitality
- Community Core
- Community Partnerships (Collaboration)
- Public Facilities/Services
- Strategic Action

Values drive action. We'll look at these seven dimensions and the degree to which you think they satisfy the core values that we need to focus on to develop a successful economic development program.

We will develop a core action statement that defines what we're trying to accomplish at the highest level with each value. We have suggested a draft statement as a starting point, based on the language of the Comprehensive Plan.

To start, what are your impressions of these seven values? What are your highest priorities ... what is most important to you in economic development? Are we missing a fundamental core value?

Council President Larry Helzel – The main thing we need to do is attract people. We've lost population, resulting in lost local purchasing power.

P&Z Co-Chair Rich Fabiano – I agree, and want to add that we need to bring youth to the valley. Our population-based age is getting older all the time. We are no longer attracting young families into the community.

Tom Hudson – Part of attracting youth is high tech.

P&Z Co-Chair Deborah Burns – I question the use of the word "foster" a quality of life. We've already fostered the quality of life. We need to promote it.

P&Z Commissioner Sam Williams – Some people think the sense of place is the quality of life.

Tom Hudson – We considered sense of place to include things like building on hillsides, and comments about the new street in town called "Bank Street". What about historic buildings? Quality of life could be jobs, and youth ... the day-to-day experience vs. the physical context.

Council President Larry Helzel – I want to ask the question, How does the experience of living here express my personal values? Can we translate that into economic terms?

Peter Everett – I don't see anything relating to protection of the environment in these seven statements. Ski resort towns right now are seriously competing to be considered environmental. Tourists and businesses want to be in "green" towns.

Tom Hudson – The Comprehensive Plan was written 10 years ago, when we weren't using words like "sustainability." We agree that something is missing, but weren't sure where goals relating to sustainability would fit. We decided that maybe it should be sense of place, which has to do with rivers, trees, etc., and a business orientation to work against pollution.

Dick Fosbury – We include protection of the natural environment, but you haven't included protection of human resources ... which we've lost.

Tom Hudson – When we get into action statements, we'll address each category in ways appropriate for this community.

Jima Rice – I think sustainability is included under most of these categories, in which case it will probably rise to the top of our statement about what we're looking for in economic development.

Councilor Curtis Kemp – Strategic action relates to all these bullet points. Why is it separate?

Tom Hudson – Strategic action could be an overlay, but we didn't want to miss it. If strategic action were already happening, you wouldn't need me.

Council President Larry Helzel – If we aspire to something in particular, for example, sustainability, how do we know if our community agrees with us?

Tom Hudson – The world is demanding collaboration. Citizens want to be more involved.

Ben Young – I seem to always be the youngest person in the room. I want to be more specific and less generic. I think a lot of people want the same thing, but the City could raise the bar in stating what we want to achieve. Every mountain town wants to have a quality of life and be sustainable. The City of Ketchum and Sun Valley Company have not been leaders, and there hasn't been a push from leadership to lead. Don't settle for middle of the road, or we'll go through this exercise again in ten years and wonder what we should do. Five years ago, people were going to Aspen and Telluride to see what they were doing. I want people to come to Sun Valley to see what we're doing.

P&Z Commissioner Steve Cook – Are we trying to be all-inclusive? Could these seven values be narrowed down to three?

Tom Hudson – I believe in keeping it simple and getting it done. These were the common themes that kept coming up, over and over again. They each have substance, and a lot of points under them. We didn't want to lose clarity. The Community Core isn't just about business vitality. It's also about citizenship, everyday living, community, entertainment.

___ Raspberry – We have to provide different kinds of places so different kinds of businesses can come into our community.

Jima Rice – I like these seven topics. As we delve further into them, we'll develop specifics, and our leadership will be given the charge to stick to them because we'll all understand the vision together.

Doug Brown – In our recent CDC workshop, we heard the words collaboration, coordination, cooperation and outreach.

Councilor Nina Jonas – The statement, "Foster a quality of life that attracts and retains strategic businesses and employees" is very passive and the reason we are where we are. This is too vague and too broad. We have golf courses and restaurants, but we don't have enough business diversity to support the ability to live here.

Tom Hudson – How does quality of life specifically relate to enhancing the economy of Ketchum? What do target markets need in terms of quality of life? What if we have a business with a bunch of jobs, but we have to tell them none of their employees could afford to live here, because of their price point or wages. How is our quality of life affected if none of our emergency personnel can afford to live in our city?

Our directive was to tie the values to actions that improve the economy. There's all kinds of businesses. We want to target businesses that are appropriate for here and that you really want.

Tom Hudson – Quality of life goes both ways ... businesses will come here because they embrace our quality of life and will adhere to it. We have to find businesses with the tenacity to stay with us.

Jima Rice – We need to create a more welcoming environment that makes businesses want to come here.

P&Z Co-Chair Deborah Burns – Smith and Scott value our quality of life as part of their business plan.

P&Z Commissioner Sam Williams – Quality of life is about fostering an economic development environment that attracts and retains target business. Quality of life is the goal, but the target is the economic development environment.

George Kirk – We need to create or ensure a built environment that protects the natural environment that is consistent with our rural mountain character.

Tom Hudson – The best business recruitment program is a business retention program. Businesses that are well taken care of are the best endorsement for new business.

Council President Larry Helzel – There's a real dearth of quality information technology in our community, and a real opportunity to address that.

P&Z Co-Chair Deborah Burns – You first have to align all the existing businesses so you know what makes them happy.

Councilor Baird Gourlay – Partnerships are another door, but I don't know that I want to focus on partnership to bring business to Ketchum.

George Kirk – These seven vision values should influence every consideration, including business decision. I think we need to promote action based on all seven of these, and not just one or two.

Tom Hudson – That could determine the highest priority actions or strategy.

Jima Rice – You organized all the data into these seven categories, and you understand how they came to be. The rest of us are starting with the categories, and I think that's why we keep trying to figure out what each of them really encompasses.

We need a whole lot broader smorgasbord of enterprises to enable us all to be successful.

Council President Larry Helzel – We need to speak to all economic neighborhoods, and not focus on one economic zone.

Dick Fosbury – The Community Core is the center ... the downtown, and the highest priority; but there is economic activity happening in every other zone, including home occupations, that revolves around downtown and supports it.

P&Z Commissioner Sam Williams – It's the cultural, civic and commercial center of the community.

Councilor Baird Gourlay – Sustainability is not only a goal, but can refer to the kind of businesses we can attract as well. It is also something we need to address for energy efficiency.

Mayor Randy Hall – There is a lot of grant money available to help grow that sector of the economy.

Council President Larry Helzel – What is strategic action? Every successful enterprise has three elements: strategy, execution and control. I haven't see anything in here about execution. We can strategize forever, but if we don't contemplate some kind of execution, nothing will ever get done.

Councilor Curtis Kemp – I too would like to see a word besides strategic and strategically, since we use it continually.

P&Z Commissioner Steve Cook – And what's a "balanced economy"? Let's be succinct right from the very beginning. Someone looking to be part of this community shouldn't have to look deeper than these core values to understand what it really means. Let's say what it really means right now. Does "sustainable" mean economically sustainable or environmentally sustainable?

Tom Hudson – Our organization refers to sustaining the environment and the economy in a balance that's locally appropriate ... so, sustainable environmentally, economically and socially.

P&Z Commissioner Steve Cook – Let's say that ... sustainable economically, environmentally, and socially.

Tom Hudson – Strategic Planning is a very specific field, and is the opposite of muddling through and making decisions as you go without a framework.

Council President Larry Helzel – We don't have to tell a business what their strategy needs to be in order to be successful in addressing our market. We would just like to tell them our values and overlying themes, and invite them to join us.

Jima Rice – We should be able to tell businesses and government leaders that we plan strategically for economic development. We execute our strategy, and view the results afterward to see if it's effective.

George Kirk – The ultimate goal is getting more people and more jobs. We don't want to fail in getting from values to execution. We need to boil the values down to some cogent and ultimately executable strategy, or we're going to continue to fail.

Harry Griffith – I think we owe it to ourselves to get better paying jobs and better trained, qualified people.

Dick Fosbury – Which is retaining our human capital.

Council President Larry Helzel – If we see something coming out of the Comprehensive Plan to guide public policy in regards to infrastructure, we should articulate that. The City government, P&Z Commission, CDC leadership, and URA leadership all need to be on the same page, if we want to have an impact.

Tom Hudson – I know this process is tedious, but it's important to work through the process and identify our ends.

Councilor Curtis Kemp – I'd like for us to be consistent in using the word "balanced" economic development throughout the document, if we're going to use it.

John Gaeddert – I'd like to reinsert some missing groundwork Comprehensive Plan goals and policies, such as undergrounding power lines and encouraging tourist accommodations, back into the list.

2. ADJOURNMENT

Councilor Curtis Kemp moved to adjourn at 9:40 pm. Council President Larry Helzel seconded the motion, and it passed unanimously.

Randy Hall
Mayor

ATTEST:

Sandra E. Cady, CMC
City Clerk