

RESOLUTION NUMBER 06-121

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KETCHUM, IDAHO
ENDORING THE MISSION STATEMENT FOR THE COMMUNITY
DEVELOPMENT CORPORATION (CDC) AND ENDORSING THE MISSION
STATEMENTS FOR THE INITIAL STANDING COMMITTEES OF THE CDC

WHEREAS, the Ketchum City Council adopted Resolution 06-077 A RESOLUTION OF
THE CITY COUNCIL OF THE CITY OF KETCHUM, IDAHO, AUTHORIZING AND
DIRECTING STAFF TO INCORPORATE A COMMUNITY DEVELOPMENT
CORPORATION AND TO OBTAIN APPROPRIATE TAX-EXEMPT STATUS FOR SUCH
CORPORATION on June 21, 2006 and

WHEREAS, the Ketchum City Council recognizes the benefits of establishing a community
development corporation (CDC) especially related to the development of affordable community
workforce housing and the implementation of the Downtown Master Plan, and

WHEREAS, the City of Ketchum, through the Downtown Master Plan process, intends to
develop and adopt sound community development goals and sustainable practices to achieve
those goals, and

WHEREAS, the Ketchum City Council recognizes the success of the CDC hinges on a clear
mission statement and a clearly defined standing committees as articulated in the attached memo
from Mayor Randy Hall to the City Council, dated August 21, 2006,

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Ketchum,
Idaho that the City Council hereby endorses the mission statement for the Community
Development Corporation and endorses the mission statements for the initial standing
committees of the CDC.


This Resolution will be in full force and effect upon its adoption this 20th day of April,
2006.

CITY OF KETCHUM, IDAHO



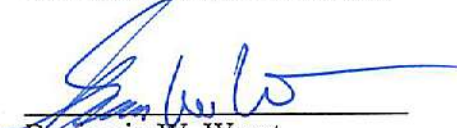
Randy Hall, Mayor

ATTEST:
AND CONTENT:



Sandra E. Cady, CMC
City Treasurer/Clerk

APPROVED AS TO FORM



Benjamin W. Worst,
City Attorney

[Faint, illegible text, likely bleed-through from the reverse side of the page]

[Faint, illegible text, likely bleed-through from the reverse side of the page]



MEMORANDUM

TO: CITY COUNCIL
FROM: RANDY HALL
SUBJECT: CDC STRUCTURE AND MEMBERS
DATE: 8/18/2006
CC: TOM HUDSON, RON LEBLANC [OTHERS?]

I wanted to update you on some ideas that we have developed for the structure of the CDC. Based on conversations with you and other interested parties, I think that the city will be best served by a CDC that is a "Committee Driven" entity. In this type of organization, the real work will be done by committees of the Board, not the Board itself. The Key Committees that we have identified will be:

- Affordable Housing
- Downtown Design
- Transport
- Sustainable Community
- Economic development
- Resource Development

The idea is that each of these committees will be chaired by an individual who will also serve on the board of the CDC. In addition to these 6 members, the CDC board will include the City Manager [and perhaps a standing member of the Council.] Attached to this memorandum are descriptions of the mission of each committee.

It is not a requirement that all 6 of these committees get formed right away. Based on all of our conversations, Housing and Design will be the first two priority groups to get formed.

In addition to updating you on this plan, I would like to ask each of you to think about possible chairs for these committees and possible committee members. As noted above, chairs will also be on the CDC board. In addition to being passionate advocates of their respective committee's mission, they will need to be able to work with the other committee chairs at the board level to guide and shape the overall mission of the CDC. Committee members should be passionate and expert in the mission of their particular committee.

I look forward to discussing this with you and getting you ideas about potential committee members.

Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals

Standing Teams:

- Affordable Workforce Housing
- Town Design
- Alternative Transportation
- Sustainable Community
- Economic Development
- Resource Development
- Executive Team

Fundamental Operating Principle: The Ketchum CDC is a community-based organization. Wherever possible, the Ketchum CDC will work to build collaborations, partnerships and outreach to foster community capacity, education and trust.

Team Structure: Team members serve as volunteers to the corporation. Each Team is chaired by a person appointed by the Executive Director in collaboration with the Board of Directors. All Teams and Team members report to the Executive Director. Team Chairs will serve on the Board, to which the Executive Director reports.

Mission Statement:

Ketchum Community Development Corporation:

The Greater Ketchum Community Development Corporation's (CDC) mission is to implement and manage strategic programs necessary to:

- Support Ketchum Downtown revitalization as defined in the Downtown Master Plan
- Create adequate affordable workforce housing in collaboration with the City of Ketchum, Ketchum Urban Renewal Agency and other appropriate entities
- Collaborate with Blaine Ketchum Housing Authority, City of Ketchum and other appropriate entities to ensure that appropriate affordable housing regulatory and management guidelines are adopted and used
- Provide and support creation of adequate affordable retail space to support retail development
- Collaborate with the City of Ketchum to establish high quality pedestrian environments consistent with the City's Downtown Master Plan
- Infuse the arts and education into Ketchum's economy
- Enhance alternative transportation programs in the Greater Ketchum area

- Facilitate sustainable community development practices via adoption of leading edge alternative energy systems, technology and environmental management practices
- Attract a variety of resources to support mission-oriented programming and collaborate as appropriate with other community development entities in this process
- Build partnerships with government and other appropriate organizations to accomplish common goals
- Engage and educate citizens actively in the accomplishment of these goals

The CDC will work collaboratively with the City of Ketchum, Ketchum Urban Renewal Agency and other appropriate agencies to address Downtown Master Plan priorities. With affordable workforce housing as a primary responsibility, CDC will acquire land (and/or land rights) as appropriate to accomplish this mission. CDC also will pursue creation and management of a Community Development Financial Institution and other funding mechanisms to support this effort and creation of affordable retail space in Downtown Ketchum.

**Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals**

Affordable Workforce Housing Team:

The Affordable Workforce Housing Team works to support the overall mission of the Ketchum CDC through fostering creation of affordable workforce housing that serves the community. In particular, the Team will focus on three key goals:

- Create adequate affordable workforce housing in collaboration with the City of Ketchum, Ketchum Urban Renewal Agency and other appropriate entities
 - Participate in the design and development of an affordable workforce housing demonstration project, emphasizing best practices in place making and housing livability.
 - Based on experience from the demonstration project, work with the City and Urban Renewal Agency to design and develop a series of affordable workforce housing projects in and around Ketchum
- Collaborate with Blaine Ketchum Housing Authority, City of Ketchum and other appropriate entities to ensure that appropriate affordable housing regulatory and management guidelines are adopted and used
- Seek and promote best practices in the design and development of affordable workforce housing. Best practices in the following areas are especially important:
 - Quality of living space
 - Fostering sense of community within housing projects
 - Green construction
 - Creative funding/financing
 - Profitability to support continued housing construction

Toward these ends, the Team will work with the City of Ketchum, Urban Renewal Agency and other appropriate entities to establish a team approach to the design, funding, construction and management of affordable workforce housing. Teamwork with the Urban Renewal Agency is especially important.

Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals

Town Design Team

The Town Design Team serves to support the overall mission of the Ketchum CDC through fostering physical improvements within the Downtown, its gateways and transportation corridors. In particular, the Team will focus on four key goals:

- Support Ketchum Downtown revitalization as defined in the Downtown Master Plan
- Guide the design of major Downtown projects like the Central Plaza, Fourth Street Heritage Corridor, First Avenue Promenade and other future community destinations
- Provide leadership in the creation, placement and celebration of public art and other pedestrian amenities. Ketchum should become a national landmark in this endeavor
- Research and promote best practices in “Green Building.” Green building is the practice of:
 - increasing the efficiency with which buildings and their sites use and harvest energy, water, and materials, and
 - reducing building impacts on human health and the environment, through better siting, design, construction, operation, maintenance, and removal – the complete building life cycle.
- Collaborate with the City of Ketchum to establish high quality pedestrian environments consistent with the City’s Downtown Master Plan
- Design and create adequate small, affordable retail space to support retail development
- Infuse the arts and education into Ketchum’s economy
- Support Ketchum heritage preservation, through such programs as Transfer of Development Rights and others that help foster a balance between historic preservation and responsible development

As town design activities must be guided by the City, the Team will proactively collaborate with both the City and Urban Renewal Agency to ensure timely and appropriate participation in the process.

**Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals**

Alternative Transportation Team

The Alternative Transportation Team serves to support the overall mission of the Ketchum CDC through fostering best practices in alternative transportation and transportation demand management. In particular, the Team will work to encourage programs that help achieve relevant goals in the Downtown Master Plan. Given that many other entities are engaged in regional transportation programming, a key Team function will be to improve collaborations that lead to better alternative transportation resources, tools, services and practices in Ketchum, especially Downtown. Key goals include:

- Pursuit of a local public transportation system, e.g., jitneys or electric buses, to provide alternatives to use of personal motorized vehicles
- Identify and promote best practices in alternative transportation to reduce dependency on automobiles and enhance rural living
- Enhancement of local parking system to encourage bicycling and walking
 - The CDC will aid the City in building a more efficient, effective parking system through implementation of the Downtown Master Plan parking program
- Assist in creation of improvements to the pedestrian environment
- Participate in transportation demand management programming

Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals

Sustainable Community Team

The Sustainable Community Team serves to support the overall mission of the Ketchum CDC through fostering best practices in development and local provision of technologies that enhance living and working in this rural community over the long term. The Team will facilitate sustainable community development practices via research and advocacy for leading edge alternative energy systems, technology and environmental management practices. Wherever possible, the Team will seek and support acquisition of resources to implement and/or sustain these practices. Target issues of particular importance and opportunity include:

- Geothermal energy – The Team will support efforts to tap local geothermal energy for the benefit of the community and Downtown Ketchum. Research will be conducted on means to acquire and transfer the resource into the City center for a variety of uses, including utilitarian heat (e.g., of buildings, sidewalks and streets), and community/visitor use as an amenity. A key question is ‘how do we tap geothermal energy creatively to build Ketchum’s national profile as a geothermal community.
- Biomass energy – The Team will research technologies that turn carbon-based waste into energy for the good of the community. The goals are to reduce waste, reduce the cost of waste management, create alternative energy, reduce local power costs, reduce dependency on outside energy, and foster environmental stewardship.
- Solar energy – The Team will research means to creatively incorporate solar energy production into the community. Design, funding and implementation of demonstration projects will be a priority. Guidance to the City on best practices in regulatory systems to support alternative energy production also will be emphasized.
- Research toward creation of a viable local power cooperative that addresses the CDC’s mission
- Community-wide access to wi-fi (wireless Internet) connections
- Waste water re-use
- Recycling and entrepreneurial uses of waste
- Other technologies that support rural community development and environmental stewardship

Ketchum Community Development Corporation (CDC) Standing Teams, Mission Statements & Primary Goals

Economic Development Team

The Economic Development Team serves to support the overall mission of the Ketchum CDC through economic development programming. Business retention through coordination, promotion and encouragement of business retention resources is one of two primary services. The other is business recruitment focused on the fields of hospitality, arts, education, and environment. Other goals include:

- Support Ketchum Downtown economic revitalization as defined in the Downtown Master Plan
- Provide and support creation of adequate affordable retail space to support retail development
- Infuse the arts and education into Ketchum's economy
- Advocate for Ketchum's existing businesses, seeking means to improve their viability
- Seek to recruit or otherwise develop educational institutions that bring students to the community throughout the year, focusing on hospitality (e.g., a culinary institute), the arts (e.g., a performing arts institute), education (e.g, continuing education) and the environment (e.g., environmental stewardship, green construction, environmental cleanup).

The Team works closely with the business community, especially the Chamber/CVB to ensure appropriate, efficient and effective provision of services. The Team also collaborates with the City to ensure economic development activities are consistent with community priorities and development capacity.

**Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals**

Resource Development Team

The Resource Development Team serves to support the overall mission of the Ketchum CDC through resource development. The Team seeks to attract a variety of resources to support mission-oriented programming and collaborate as appropriate with other community development entities in this process. Team members work within the community to seek financial and technical support when and as appropriate for CDC programming. Members also assist the Chair in preparing grant applications for targeted resources. The Team will work to:

- Prepare at least four major grant applications per year to support CDC programming
- Establish an outreach program to local philanthropists to link them to CDC programming
- Foster local and regional collaboration in the pursuit of grants and other resources where cooperation enhances competitiveness
- Initiate creative means to sustain the operations of the CDC over the long term
- Achieve excellence in fundraising, fund management and fiscal responsibility

**Ketchum Community Development Corporation (CDC)
Standing Teams, Mission Statements & Primary Goals**

Executive Team

The Executive Team is composed of Board officers (President, Secretary and Treasurer) and the Executive Director. Its mission is to oversee organizational development, operational practices/performance, finances, public relations, and provide regular guidance to the Executive Director on operational and programming issues. In addition, the Team will ensure that the following goals are systematically and consistently achieved in company activities:

- Build partnerships and teams with government, other appropriate organizations and the community to accomplish common goals. The CDC should become a central organizer of teams in Ketchum and Blaine County to achieve best practices and collaboration in community development.
- Engage and educate citizens actively in the accomplishment of these goals
- Build the CDC's reputation as a central, primary and highly respectable community development partner in Ketchum and Blaine County