

IDAHO

DEPARTMENT OF COMMERCE

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FY 2012 - 2015 STRATEGIC PLAN

JULY 1, 2011

INTRODUCTION

As the economy struggled this past year, Idaho continued to follow the national trend. The financial markets continued to remain tight and less available credit for businesses and consumers had a direct impact on corporate relocation decisions. Lack of consumer confidence remained high.

Project 60, Governor Otter's comprehensive plan to grow Idaho's Gross Domestic Product from \$51.5 billion to \$60 billion creating sustained job growth, increasing the personal wealth of Idaho's citizens, and strengthening Idaho's communities continued to gain momentum with more and more contribution from state government agencies and the private sector. Project 60 encompasses three key strategies where Commerce will focus their energies and budget. The three strategies include projects in Systemic Growth, Domestic Recruitment and Foreign Investment.

Systemic Growth is crucial to our existing businesses and communities. Projects are designed to help existing business grow and facilitate research conducted at our universities and the Idaho National Laboratory to the commercialization phase.

Domestic Recruitment has always been a priority at Commerce. New programs will be added under the Project 60 campaign to enhance our efforts. We will build on our Top-to-Top Business Attraction Strategy that recruits a network of Idaho executives to engage their peers nationwide, encouraging them to move their companies to Idaho.

We will expand the global market reach of Idaho companies through our Idaho International Trade offices, trade missions, investment seminars and hosting of inward buying delegations. Inward Foreign Direct Investment continues to play an extraordinary and growing role in global business. It can provide a firm with new markets, cheaper production facilities, and access to new technology. For Idaho, Foreign Direct Investment can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and give a strong impetus to economic development.

Commerce has expanded its marketing efforts to target businesses that will be synergistic with our existing industry clusters of energy, recreational technology, manufacturing, aeronautics and technology. Our marketing efforts will extensively reach internationally, not only selling Idaho's products to the world, but also promoting Idaho as a great place for foreign sources of capital to invest their dollars.

Working together with the private and public sector as partners, these three tiers of Project 60 will ensure that Idaho emerges early from the current economic crisis and will increase the quality of life for all of those who call this great state home.

This plan outlines the Idaho Department of Commerce's priorities and goals for promoting increased economic opportunity for all Idaho's citizens. The top priorities, goals, strategies, action items and measurements were formulated with input from our economic development partners, Idaho business leaders and the Department's advisory councils.

MISSION

CREATE JOBS • STRENGTHEN COMMUNITIES • MARKET IDAHO

VISION

Idaho Department of Commerce, as the state's lead agency for job creation, building communities and marketing the state, envisions an Idaho that possesses:

- ▶ a diverse economy
- ▶ a globally competitive workforce
- ▶ state of the art public facilities
- ▶ progressive leadership
- ▶ a willingness to cultivate next generation technologies
- ▶ industries that care about Idaho's environment
- ▶ businesses that see Idaho as their home and the world as a marketplace

CORE VALUES/GUIDING PRINCIPLES

Customer Focus -Internal and External

Customers are our top priority. We strive to understand their needs and expectations and align Department services to meet those needs. We respond with timely, constructive and flexible services. We strive to work cooperatively with all our customers. This includes businesses, local, state, tribal and federal government officials, as well as customers within our Department.

Creating a Positive Culture

We are creative, innovative and flexible. We make decisions based on knowledge and facts. We continuously seek to improve quality of service. We value teamwork. We encourage participative decision-making. We are responsive, efficient, effective and prompt. We are part of the solution.

Building Capacity

We value our employees. We give credit and share rewards. We cooperate and help others grow. We listen to our employees so we can understand their needs and communicate freely with them. We identify mutual benefits. We are an innovative, solution-oriented team. We provide our employees with the tools and training they need to do their jobs and provide quality customer service.

Ethical Conduct

We use public resources responsibly. We treat others with respect and dignity. We value and expect honesty, integrity and transparency. We are responsible and accountable for our actions.

PROGRAMS and SERVICES

The Idaho Department of Commerce works to create jobs and advance the welfare and prosperity of its citizens, upgrade public facilities necessary for economic growth and promote Idaho's products, people and places. Committed to ensuring access to a comprehensive menu of quality services, education, training and information for all its customers and partners, the agency offers many economic development programs through:

Business Development/Attraction provides resources to help Idaho businesses start up, expand and find new markets; attract new businesses to Idaho; and fund local economic development efforts.

Commercial Innovation helps entrepreneurs create new businesses and job opportunities across the industry sector; bolsters industry-related research and development activities; and brings together the state's government, education, private sector and research resources to foster long-term growth in science and technology.

Community and Rural Development provides financial and technical assistance to Idaho's cities and counties for construction and rehabilitation of public facilities necessary to support economic diversification, job creation, business expansion and a sense of community.

International Business Development helps Idaho's businesses export goods and services, develops new markets, increases foreign awareness and acceptance of Idaho's products and services, attracts international investment and coordinates the state's protocol efforts.

Tourism Development works to expand Idaho's tourism and recreation industry by marketing the state's travel opportunities at home and abroad; distributing grants to communities to promote tourism; developing, soliciting and promoting tourism events and attractions; and developing the state's film industry.

Marketing and Communication works with all Commerce divisions to create targeted marketing plans, public relations campaigns, and positive image and branding programs for Idaho.

EXTERNAL FACTORS

Various factors occurring internationally, nationally and locally have the potential to significantly affect the Idaho Department of Commerce's ability to achieve the goals and objectives outlined in this plan.

THE ECONOMY

The national and international economies affect Idaho's overall business climate and export industries. Likewise, Idaho's economy is greatly affected by the value of commodity prices such as semiconductors, agricultural crops and minerals. Reductions in federal spending for agriculture, energy and public land management increase unemployment and impact small businesses dependent on federal contracting opportunities. State and federal funding levels affect the department's programs dependent on funding for staff resources, promotional activities and travel.

- ▶ **Workforce** has been adversely affected by the churning in the economy and will continue to cause disruption for Idaho's workers. Since the current economic slide has created a financial hardship for thousands of Idaho citizens, workforce training is essential. The slowdown in the economy has also created a significant pool of extremely skilled workers who can immediately provide bottom-line value to any new or expanding business.
- ▶ **Workforce Recruitment** of highly skilled labor such as engineers is in great demand from many of our Idaho companies. Existing business is increasingly hi-tech and Idaho has a shortage of qualified technically skilled labor to fill immediate needs.
- ▶ **Financial lending** has a profound impact on the economy, business expansion and job creation. The difficulty in obtaining financing will make it more challenging for business to obtain capital for expansion.
- ▶ **Currency Values**, especially the value of the American dollar relative to other currencies, affect volume and direction of international trade flow as well as the number of international visitors. While the dollar has strengthened over the last year, American investments are still seen as safe investments.
- ▶ **Energy Costs** affect the cost of doing business in Idaho. The availability of power, impediments to development of alternative power generation and drought can impact all sectors of Idaho's economy.
- ▶ **Broadband Availability** is crucial to business recruitment and economic development especially in the rural areas of Idaho.
- ▶ **Federal, State and Local Taxes and Regulations** affect all business and community development activities. Stable, equitable tax systems and a fair and predictable regulatory environment make Idaho more competitive in business recruitment and expansion activities.
- ▶ **Public Land Management Policies** can affect the growth and profitability of Idaho's agriculture, forest products, mining, and outdoor recreation industries.
- ▶ **War/Terrorist Attacks.** Responses to these factors impact attitudes regarding business development and expansion as well as business and leisure travel decisions.

LEGISLATIVE ENVIRONMENT

Through the commitment of the Idaho Legislature, several business incentives and tax credits have proven beneficial to the Department in recruitment and expansion efforts.

THE CHALLENGE

Idaho Department of Commerce must address these challenges to meet the growing needs and expectations of its customers in an environment of dwindling resources. Despite the decline in funding, other external factors, and workplace realities, Commerce is committed to:

- ▶ Create “customer-driven” systems and services to meet the needs of Idaho’s businesses and their employees
- ▶ Align department priorities, staff support and training to meet customer demands
- ▶ Streamline processes to better meet customer demands
- ▶ Eliminate obsolete processes and unfunded programs
- ▶ Optimize the use and flexibility of available resources in accordance with customer demands
- ▶ Work with other state agencies, higher education, employers and our other service partners to maximize the return on the public investment in the programs and services we provide
- ▶ Combine resources and facilitate customer access to these services by partnering with employment and training system stakeholders

IDAHO DEPARTMENT OF COMMERCE TOP PRIORITIES

- ❖ **Business Development**
- ❖ **Business Attraction**
- ❖ **Community Development**
- ❖ **Commercial Innovation**
- ❖ **International Business Development**
- ❖ **Management Support**
- ❖ **Marketing and Communication**
- ❖ **Tourism, Marketing and Development**

BUSINESS ATTRACTION

Maintaining a stable and vibrant economy involves retaining and expanding existing business and bringing in dollars to replace business revenues lost out of the marketplace. While every division at Commerce plays a role in Idaho's economy, our mission is to provide consultative services to companies with expressed interest in relocating or expanding their business to Idaho thus increasing diverse investment and enhancing the quality of employment for the state.

GOAL 1: Directly Recruit Businesses External to Idaho to Expand or Relocate into Idaho

Strategy: Two decades of exceptional economic growth proves that Idaho's cost effective, pro-business environment, productive and adaptive workforce and unsurpassed quality of life are strong attractors to companies looking for more competitive locations to expand or relocate their businesses. The citizens of Idaho expect the Department of Commerce to market and promote these qualities in order to attract the high-wage, high-growth jobs that can diversify the economy and improve our quality of life. To this end the Business Attraction Team aggressively seeks every opportunity to sell Idaho's advantages to the global business community. The team will do this in two ways. First, the team receives, qualifies and then disseminates incoming leads from all sources to the widest possible community partners. If the client desires, the Business Attraction Team will serve as the lead agency for the recruiting process. Second, the Business Attraction Team will proactively market Idaho to select industry clusters that may provide a special benefit or fit for the state economy. With a staff of 4, the Business Attraction Team must target only a few industries in order to be effective. For 2012, these industries are recreational technology manufacturing and renewable energy manufacturing.

Action 1.1 Generate leads for business expansion or relocation in industries compatible with Idaho's economy, culture and workforce.

Action 1.1a Lead Idaho delegation to the 2012 Shot Show to recruit recreational technology companies and promote Idaho's outdoor culture and lifestyle.

Metrics: Number of partners recruited to share costs.
Benchmark: 4 partners recruited to share costs.

Metrics: Number of supply-chain referrals from Idaho companies.
Benchmark: 1 supply-chain referrals from Idaho companies.

Metrics: Number of leads for expansion/relocation projects.
Benchmark: 6 with potential for expansion/relocation project.

Metrics: Create valuable trade show experience for partners.
Benchmark: 3 substantive recommendations/referrals for Idaho from trade show contacts. Create balanced budget, fair booth schedule, and lead take-away product.

Action 1.2 Generate leads in renewable energy manufacturing to strengthen Idaho's position in the changing global economy.

Action 1.2a Lead Idaho delegations to key trade shows where decision makers can be found.

Action 1.2a1 Attend Solar Power International, Dallas, TX.

Metrics: Number of partners recruited to share costs.
Benchmark: 4 partners recruited to share costs.

Metrics: Number of leads with potential for expansion/relocation project.
Benchmark: 6 with potential for expansion/relocation project.

Metrics: Number of supply-chain referrals from Idaho companies.
Benchmark: 1 supply-chain referrals from Idaho companies.

Metrics: Number of recommendations/referrals for Idaho from trade show contacts.
Benchmark: 3 substantive recommendations/referrals for Idaho from trade show contacts.

Metrics: Create valuable trade show experience for partners.
Benchmark: Create balanced budget, fair booth schedule, and lead take-away product.

Action 1.2a2 Attend Renewable Energy World Conference, Long Beach, CA.

Metrics: Number of partners/subject matter experts recruited to share costs.
Benchmark: 4 partners recruited to share costs.

Metrics: Number of leads with potential for expansion/relocation project.
Benchmark: 6 with potential for expansion/relocation project.

Metrics: Number of supply-chain referrals from Idaho companies.
Benchmark: 1 supply-chain referrals from Idaho companies.

Metrics: Number of recommendations/referrals for Idaho from trade show contacts.
Benchmark: 3 substantive recommendations/referrals for Idaho from trade show contacts.

Metrics: Create valuable trade show experience for partners.
Benchmark: Create balanced budget, fair booth schedule, and lead take-away product.

Action 1.2a3 Conduct sales missions in key industries or locations to generate prospects, leads and projects.

Metrics: Leads from two location defined sales missions.
Benchmark: 6 leads for potential relocation/expansion.

Metrics: Leads from two industry defined sales missions.
Benchmark: 6 leads from potential relocation/expansion.

Action 1.3 Gain market intelligence and industry contacts through existing Idaho businesses and institutions.

Metrics: Top-2-top industry-specific meetings.
Benchmark: Conduct 2 industry-specific meetings.

Metrics: Top-2-top generated leads for potential relocation or expansion.
Benchmark: 2 with potential for relocation/expansion.

Action 1.4 Provide timely and accurate market and labor analysis for leads and projects.
Metrics: Response time to lead and project inquiries tracked through Salesforce management.
Benchmark: All inquiries serviced in less than 72 hours.

Action 1.5 Provide timely and attractive site proposals customized to client requests.
Metrics: Response time to proposal requests tracked through Salesforce management.
Benchmark: Meet or exceed 100 percent customer timeframes/due dates for proposals.

Action 1.6 Conduct site visits with prospective clients.
Metrics: Number of site visits.
Benchmark: Lead at least 25 projects to the site selection stage of the sales cycle.

Action 1.7 Promote and maximize www.gemstateprospector.com as a global, 24/7 platform for marketing available Idaho properties.

Metrics: Number of rural properties posted on the site.
Benchmark: 10 percent increase in rural properties posted.

Metrics: Number of average monthly hits.
Benchmark: 10 percent increase in average monthly hits.

Metrics: Number of annual sponsorships of the website.
Benchmark: Increase sponsorships to \$24,000 over two years (FY12 and FY13).

GOAL 2: Provide Support to Local Communities in Recruiting Foreign or Domestic Businesses to Expand or Relocate into Idaho

Strategy: With a staff of 4, the Business Attraction Team must develop close collaborative partnerships with local communities and economic development organizations in order to provide competitive proposals for expanding or relocating businesses. Often, the clients will prefer to work directly with local organizations in selecting and negotiating agreements. Recognizing the strength of Idaho's local communities, the Business Attraction Team will provide full, unfettered support to all Idaho communities engaged in business recruiting activities.

Action 2.1 Receive and forward all leads to the widest possible number of community and economic development organizations.

Metrics: Track timeliness/distribution of leads through Salesforce.

Benchmark: Distribute 100 percent leads statewide to Idaho "leads list" unless otherwise specified by customer.

Action 2.2 Provide timely and accurate market and labor analysis for leads and projects.

Metrics: Response time to lead and project inquires through Salesforce management. Leads/projects that are initiated by local ED partners should be flagged as such in Salesforce.

Benchmark: All inquiries serviced in less than 72 hours.

Action 2.3 Provide timely and attractive site proposals customized to client requests.

Metrics: Response time to proposal requests tracked through Salesforce management. Leads/projects that are initiated by local ED partners should be flagged as such in Salesforce.

Benchmark: 100 percent Meet and exceed customer timeframes/due dates for proposals.

Action 2.4 Assist in local site visits with prospective clients.

Metrics: Number of site visits.

Benchmark: Meet 100 percent requests for site visit.

Action 2.5 Assist completion of expansion/relocation process for new businesses.

Metrics: Number of deals completed, estimated FTE jobs created and estimated capital investment.

Benchmark: 5 deals completed, 500 estimated FTE jobs created, \$50 million estimated capital investment.

BUSINESS DEVELOPMENT

Business retention and expansion strategies are important to any size community, even the very smallest. The responsibility for a business visitation program rests with the local community and many requests for assistance come directly from the communities or the businesses themselves.

GOAL 1: Retain and Expand Idaho's Existing Businesses

Strategy: There are as many as 150,000 businesses operating in the state of Idaho ranging from home based sole proprietorships to multinational corporations. With a staff of 8, the Business Development Team needs to work closely with local partners to effectively identify, evaluate and execute business retention and expansion (BR&E) activities in the state. Through close collaborative partnerships with local public, private and non-profit organizations, the Business Development Team will provide counseling, networking and revenue-generating opportunities for Idaho businesses. This will allow Idaho businesses to increase revenue and employment, thereby generating new wealth and economic growth in their communities.

Action 1.1 Provide constituent support directly or through local partnerships.

Metrics: Using Salesforce CRM, track business retention and business expansion activities.

Benchmark: Estimated or actual FTE jobs created or maintained through Salesforce BR&E activities:

Region I:	85	Region IV:	80
Region II:	40	Region V:	70
Region III:	260	Region VI:	80

Benchmark: Allocate 70 percent of project time to business retention, expansion, attraction, FDI, or start-up projects.

Action 1.2 Fill international or domestic reverse sourcing requests.

Metrics: Using Salesforce CRM, track reverse sourcing activities generated by International Division.

Benchmark: Provide proposals to 100 percent of reverse sourcing requests per year.

Action 1.3 Facilitate portfolio development for foreign direct investment (FDI).

Metrics: Using Salesforce CRM, track foreign direct investment activities generated by International Division.

Benchmark: Provide 2 FDI opportunities per region to the International Division.

Action 1.4 Administer Industrial Revenue Bond and Recovery Zone Bond programs.

Metrics: Number of Bond Projects closed.

Benchmark: Close bond projects resulting in the utilization of at least 50 percent of the bond set-aside for Small Issue/Industrial Revenue Bonds.

Action 1.5 Administer Idaho Gem Grant program.

Metrics: Using Salesforce CRM, track Gem Grant applications.

Benchmark: Award 100 percent of available Gem Grant monies to projects with highest job creation benefit.

Action 1.6 Administer Idaho Business Network program through Idaho Procurement Technical Assistance Center.

Metrics: Annual Defense Logistics Agency 1806 report: Number of jobs created.

Benchmark: 1,600.

Metrics: Annual Defense Logistics Agency 1806 report: Number of contracts/awards to Idaho businesses from federal and state agencies.

Benchmark: 600.

Metrics: Annual Defense Logistics Agency 1806 report: Dollar amount of awards to Idaho businesses from contracts/awards.

Benchmark: \$90,000,000.00

Metrics: Annual Defense Logistics Agency 1806 report: Initial and follow-up counseling sessions with IBN clients.

Benchmark: 1250.

Metrics: Annual Defense Logistics Agency 1806 report: Number of new clients to be added during the federal fiscal year.

Benchmark: 125.

GOAL 2: Increase Entrepreneurial Activity in Idaho

Strategy: Entrepreneurial start-ups provide the majority of new job growth in the US economy and have been a key factor in Idaho's rapid economic growth in the past two decades. And yet, start-ups can be extremely volatile and need systemic support to succeed. The Business Development Team will provide counseling, networking and revenue-generating opportunities for Idaho entrepreneurs. This will allow Idaho start-ups to increase revenue and employment, thereby generating new wealth and economic growth in their communities.

Action 2.1 Provide constituent support directly or through local partnerships.

Metrics: Using Salesforce CRM, track business start-up activities.

Benchmark: Estimated or actual FTE jobs created or maintained through Salesforce business start-up activities:

Region I:	10	Region IV:	10
Region II:	5	Region V:	10
Region III:	30	Region VI:	10

Action 2.2 Disseminate sources of business financing.
Metrics: Using Salesforce CRM, track number of business start-up, business retention or business expansion activities.
Benchmark: Achieve estimated or actual jobs created or maintained per region in action items 1.1 and 1.2.

Action 2.3 Provide marketing division with updated and accurate input for department webpage.
Metrics: Local community success stories provided to Marketing Division.
Benchmark: 1 per region per quarter.

Action 2.4 Have “Starting a Business in Idaho” brochure available online.
Metrics: Using Salesforce CRM, track number of “Starting a Business in Idaho” brochures mailed out and number of online hits.
Benchmark: Distribute online brochures through partnerships, websites, or other state agencies.

GOAL 3: Increase Local Economic Development Capacity in Idaho’s Communities

Strategy: A bedrock value in Idaho’s political culture is the recognition of the importance of local, independent self-governance. Consistent with that vision, the Business Development Team develops close collaborative partnerships with Idaho’s 44 counties, 41 incorporated economic development organizations, 78 chambers of commerce and other local public, private and non-profit organizations. Through a collaborative “bottom-up” strategy, the Business Development Team provides counseling, networking, technical assistance, and financial support to Idaho’s local communities in order to increase their organic capacity to grow their own economies.

Action 3.1 Administer Rural Economic Development Professional Program.
Metrics: Develop and monitor reporting structure for the Rural ED Pros that can be tracked and quantified.
Benchmark: Receive and record 100 percent of ED Pro bi-monthly reports.

Metrics: Establish ED Pro Task Force to continuously review effectiveness and training of rural ED pros.
Benchmark: Conduct annual ED pro training with 90 percent attendance.

Action 3.2 Advise communities on economic and community development needs.
Metrics: Using Salesforce CRM, track rural and community development activities
Benchmark: Each specialist will contact every incorporated city in their region at least once per year. Each specialist will review strengths, weaknesses, opportunities and threats for business and industry within the community. Specialists will use data to fulfill BR&E, entrepreneurial activity, local economic development capacity and workforce development goals in the Work Plan.

Benchmark: Allocate 30 percent of project time to community or rural development projects.

Action 3.5 Publish “Show Me the Money” Newsletter monthly.
Metrics: Track number of newsletters produced.
Benchmark: Produce 24 newsletters per year.

Action 3.6 Conduct regional training forums in support of all Department of Commerce goals and programs.
Metrics: Number of forums.
Benchmark: 6 (1 per region).

Metrics: Communities represented at forums.
Benchmark: 60 (average of 10 per region).

Metrics: Business Development, Business Attraction, Community Development goals support.
Benchmark: Progress on 6 other action items in BD, BA and/or CD work plans (1 per region)

GOAL 4: Develop, Attract and Retain a Quality Workforce for Idaho’s Economy

Strategy: With Idaho’s unemployment approaching 25-year highs, maintaining the skills and competitiveness of the state’s workforce is a strategic priority. The complexity of the

picture is highlighted by double-digit unemployment in many rural, natural resource dependent counties; while at the same time Idaho's more urban high-tech manufacturing clusters have seen job losses in excess of 40 percent in some sectors. The Business Development Team partners with the Idaho Department of Labor to help communities and businesses address systemic issues surrounding dislocated workers. This will give Idaho workers the maximum opportunities to retrain, find new employment, and keep their families in Idaho.

Action 4.1 Market Workforce Development Training Funds to new or expanding businesses.
Metrics: Using Salesforce CRM, track as an incentive under business expansion, business retention or business start-up activities.
Benchmark: Contribute to the execution of \$1,000,000 in Workforce Development Training Funds.

COMMUNITY DEVELOPMENT

The community development staff assists Idaho communities in economic expansion, job creation, building communities and marketing the state.

GOAL 1: Preserve and Enhance Suitable Living Environments

Strategy: Improve safety and livability of communities by providing Community Development Block Grant (CDBG) funds that assist communities in bringing their public infrastructure or facilities into compliance with environmental laws or building codes.

Action 1.1 Administer and manage HUD's CDBG program.
Prioritize CDBG funding for public infrastructure and facilities.

Metrics: Track the number of infrastructure or facilities brought into compliance.

Benchmark: 3.

Metrics: Track the number of residents benefiting.

Benchmark: 10,000 residents.

Metrics: Track other money leveraged.

Benchmark: Three to one ratio.

Metrics: Track timeliness.

Benchmark: 100 percent obligation of CDBG within 15 months.

Metrics: Track unspent ratio.

Benchmark: Below 2.5 for CDBG.

Metrics: Track expended rate.

Benchmark: Above 1.0 for CDBG

Metrics: Track the number of on-site monitors/visits conducted.

Benchmark: 10.

Strategy: Improve affordability and sustainability of communities by providing CDBG funding for building new or rehabilitating existing public infrastructure or facilities.

Action 1.2 Administer and manage HUD's CDBG program.
Prioritize CDBG funding for public infrastructure and facilities.

Metrics: Track the number of residents benefiting.

Benchmark: 10,000 residents.

Metrics: Track other funds leveraged.
Benchmark: Three to one.

Metrics: Track timeliness.
Benchmark: 100 percent obligation of CDBG within 15 months.

Metrics: Track unspent ratio.
Benchmark: Below 2.5 for CDBG.

Metrics: Track expend rate.
Benchmark: Above 1.0 for CDBG.

Metrics: Track the number of on-site monitors/visits conducted.
Benchmark: 10.

GOAL 2: Expand Sustainable Economic Opportunities

Strategy: Help businesses create jobs.

Action 2.1 Administer and manage HUD's CDBG and the state's RCBG programs.
Prioritize CDBG and RCBG funding for public infrastructure or public facilities for job retention or creation.

Metrics: Track the number of jobs created.
Benchmark: 100 FTE's annually.

Metrics: Track the number of private investments.
Benchmark: 3 to 1 annually.

Metrics: Track the average job multiplier of created jobs.
Benchmark: Above 1.5 annually.

Strategy: Revitalize Downtown Business Districts.

Action 2.2 Administer and manage HUD's CDBG program.
Prioritize CDBG funding for downtown revitalization projects.

Metrics: Track the number of sub-standard infrastructure systems that were improved.
Benchmark: 2 per downtown project.

Metrics: Track the number of residents benefitting.
Benchmark: 10,000 residents.

Metrics: Track the amount of private investment.
Benchmark: 3 to 1 annually.

GOAL 3: Increase Community Capacity and Leadership Skills to Address Community Needs and Issues through Education, Technical Assistance and Financing

Strategy: Educate communities on existing Commerce resources and provide programs and services through effective delivery systems.
Work to develop relationships and partnerships with internal and external service providers, reduce costs by avoiding duplication, economies of scale, heightening cooperation and to achieve a closer match between revenues, service delivery and the geographic service area.

Action 3.1 Educate communities on Commerce resources through various mediums, including Commerce website, internal and external newsletter articles, press releases and other

electronic or printed versions, and through memberships with organizations such as the Idaho Rural Partnership, and the Idaho Economic Development Association and partnerships with Economic Development Districts, and other Economic and Community Development practitioners and volunteers.

Collaborate with other service providers to develop the most strategic and effective service delivery systems to communities.

Metrics: Track the number of formal training, workshops and types of technical assistance to communities. Identify resource partners who have common community and economic development goals and objectives. Identify and track successes and best practices to share with other communities. Conduct formal and informal evaluations, to assess the Department's effectiveness and efficiency in the delivery of services and programs.

Benchmark: Write at least 10 articles per year for distribution in Commerce Legislative Newsletter, Idaho Rural Partnership, Idaho Economic Development Association and the NWCDI Newsletter and other information sources. Conduct 10 workshops for community and economic development practitioners, in partnership with other service providers. Conduct 10 evaluations to determine effectiveness of Commerce training programs and technical assistance.

COMMERCIAL INNOVATION

Innovation is essential for Idaho's future success and the economic development of all of its industries. As such, it is a common thread that is woven throughout the mission of the Department of Commerce. There are two aspects to innovation's impact on Idaho's economy—the application of technology for improved profitability, efficiency, and competitiveness of all Idaho industries; and the specific expansion and diversification of Idaho's technology product and service producing companies. Both aspects are critical to economic success in Idaho, and both are capital intensive—requiring significant private and public investment.

GOAL 1: Administer the Idaho Innovation Council to Advise State Leaders on Developments and Opportunities Relative to Commercial Innovation Regarding Application of Technology and Technology Industry Development

Strategy: Plan, organize and provide logistical support for Innovation Council Meetings.

Action 1.1 Administer meetings of the Innovation Council, advise and assist them on the history of Idaho innovation development, election of their leadership, the governmental process, creation of task forces and subcommittees, and the formulation and delivery of their recommendations.

Metrics: Track the number of recommendations submitted to the Director of Commerce and other Idaho leaders.

Benchmark: Target: 8 per year by April 30, 2012. Baseline: 8.

Metrics: Track the number of recommendations implemented by the Director and other Idaho leaders.

Benchmark: Target: 6 per year by April 30, 2012. Baseline: 6.

GOAL 2: Expand Availability of and Access to Capital Resources

Strategy: Promote the attraction of individual EB-5 immigrant investors to Idaho.

Action 2.1 Implement and improve strategy for attracting individual EB-5 investments to Idaho. Market a list of Idaho investment opportunities to EB-5 candidates abroad. Match foreign EB-5 investors with Idaho investment opportunities and coach investors through immigration process as appropriate.

Metrics: Track the annual number of EB-5 Investments in Idaho (Source: Local Statistics).
Benchmark: Target: 40 annually by June 30, 2012; Baseline: 20 in FY2011.

Strategy: Promote and assist with the statewide establishment of EB-5 regional centers (RCs) and assist approved RCs with overseas marketing efforts.

Action 2.2 Consult with companies interested in establishment of RCs and review RC proposals and provide appropriate support letters.
Coordinate and consolidate marketing efforts of multiple Idaho RCs as more are approved.
Participate in overseas marketing efforts of approved RCs including Idaho-centric presentations at foreign investment seminars.

Metrics: Track the annual number of approved new EB-5 regional centers. (Source: Local Statistics)
Benchmark: Target: 2 annually by June 30, 2012; Baseline: 2 in FY2010.

Strategy: Increase Idaho businesses' share of federal dollars.

Action 2.3 Administer the Grant Proposal Incentive (GPI) program utilizing remaining Federal and State Technology (FAST) program dollars and new state funds appropriated by the Idaho Small Business Assistance Act.
Continue to market the SBIR/STTR and other federal funding opportunities and support Idaho companies in the pursuit thereof.
Actively encourage past and future federal grant winners to sustain the GPI program by reimbursing the Small Business Federal Funding Assistance Fund.
Conduct the SBIR regional and statewide workshops.

Metrics: Track the annual number and total dollars of statewide EB-5 immigrant investments attracted.

Benchmark: Target: 100 Investments and \$50 million per year by June 30, 2012.
Baseline: 100 investments for \$50,000,000 in FY2011.

Metrics: Track the number of annual Idaho SBIR award winners.

Benchmark: Target: 20 by June 30, 2012. Baseline: 12 in 2006

Metrics: Track the annual total of state grant dollars available through the GPI program.

Benchmark: Target: \$100,000 by June 30, 2012. Baseline: \$150,000 in FY2009.

INTERNATIONAL BUSINESS DEVELOPMENT

In 2010, Idaho exports were valued at more than \$5.15 billion, nearly 10 percent of Idaho total state gross domestic product (GSP). Growth in exports and diversification of our exportable product base will help increase Idaho's state gross domestic product and hedge against periodic downturns in the domestic economy. Export-related jobs pay, on average, 13-18 percent more than non-export-related jobs. Many of Idaho's top employers rely heavily on exports.

GOAL 1: [Create and Attract Sustainable, High-Paying Jobs Resulting From Increased Exports of Idaho Products and Services to Global Markets and Increased International Direct Investment](#)

Strategy: Organize Governor and Director-led business missions to targeted markets of opportunity for Idaho companies.

Action 1.1: Organize Governor and/or Director-led business missions to the Asia Pacific or Mexico.

Metrics: Number of companies participating.
Level of satisfaction on post-mission evaluation.
Sales facilitated as a result of the mission.
Number of new distribution channels or joint venture partners established.
All metrics above to be documented in department CRM tool.

- Benchmark:** 30 companies participating in two trade missions.
5 companies participating in a mission for the first time.
Facilitated sales of \$3 million.
3-5 new distribution channels established for each mission.
- Strategy:** Participate in industry-specific trade shows in targeted markets of opportunity.
- Action 1.2:** Organize Idaho pavilions at trade shows in Mexico, Taiwan and China.
- Metrics:** Number of companies participating.
Level of satisfaction indicated on post-mission evaluation.
Sales facilitated as a result of the mission.
Number of new distribution channels or joint venture partners established.
All metrics above to be documented in the department CRM tool.
- Benchmark:** Recruit 15 Idaho companies to participate in the shows.
Obtain 25 qualified leads for participating companies at each of the shows.
Establish 3-5 new distribution channel partners for Idaho companies.
Facilitate sales of \$2 million as a result of the shows.
- Strategy:** Organize inbound buying delegations in from targeted markets of opportunity.
- Action 1.3:** Recruit international buyers from Taiwan, Mexico and China into the targeted industries including: forest products, building materials, agricultural machinery and cold-chain equipment and services.
- Metrics:** Number of Idaho companies participating.
Number of international buyers recruited to participate.
Level of satisfaction indicated on post-event evaluation.
Sales facilitated as a result of the mission.
Number of outbound sales activities generated as a result of the visits.
All metrics above to be documented in the department CRM tool.
- Benchmark:** Recruit 40 Idaho companies to participate in the show.

Obtain 25 qualified leads for participating companies at each of the shows.
Establish 5 new distribution channel partners for Idaho companies.
Facilitate sales of \$1 million as a result of the inbound delegations.
Facilitate 10 outbound sales visits from Idaho companies who participated in the inbound buying delegation visits.
- Strategy:** Market Idaho as a competitive location for international direct investment.
International direct investment is an increasingly important tool in creating new jobs in Idaho and helping diversify Idaho's industrial base. Currently, more than 12,000 Idaho jobs are a direct result of international investment.
- Action 1.4:** Organize investment seminars and one-on-one matchmaking events in Taiwan, China, Mexico, Canada and Western Europe. Promote Idaho as an attractive destination for business relocation, foreign direct investment and immigration-related investment (EB-5).
- Metrics:** Number of pre-qualified leads resulting from attendance at the seminars.
Number of projects resulting from leads created at the show.
Value and number of jobs resulting from closed projects.
All metrics above to be documented in Department CRM.
- Benchmark:** 100 qualified contacts attending the seminars.
25 qualified leads resulting from seminar attendance.
3 projects resulting in site visits from the qualified leads.

MANAGEMENT SUPPORT

To assist the department and its operational divisions in meeting their overall mission and goals, management support provides key fiscal, human resource and administrative services. They develop policy and procedures that are in compliance with state statutes and federal regulations. They provide management with the information necessary to make sound financial decisions. They recognize the need to hire and retain qualified employees and they provide the necessary tools for the employees to be successful in their jobs with the limited financial resources available. Management recognizes that the Department of Commerce needs to be the “employer of first choice” and not “the employer of last resort.”

GOAL 1: Manage the Department of Commerce Efficiently and Effectively

Strategy: Prepare, administer and account for the department budget.

Action 1.1 Prepare accurate financial reports.
Utilize system modifications and integration.
Ensure the department has a clean financial audit.
Prepare the policy and procedures manual.

Metrics: Reports prepared in a timely manner.
Benchmark: Reports prepared within 3 working days of month end.

Metrics: Maintain zero audit exceptions.
Benchmark: A successful audit with no findings or recommendations.

Metrics: Policy and procedures manual made available.
Benchmark: Once implemented, reviewed and updated annually.

GOAL 2: Provide Personnel Services

Strategy: Make the department the “employer of first choice.”

Action 2.1 Recruit and retain the best qualified staff.
Require training in supervision, performance evaluation and leadership.
Promote and provide internal and external training opportunities including career development and promotional opportunities as well as establishing a new employee orientation program.
Continue to build on the internship program.
Build competitive salaries when developing recommendations for state employee compensation.
Provide alternatives to compensation, including implementation of flex schedules and flex place.

Metrics: Track the number of eligible applicants.
Track the number of employees leaving the department for various reasons.
Benchmark: Maintain 100 percent staff level and keep retention to 95 percent.

Metrics: Track the number of interns.
Benchmark: 5-6 interns per semester.

Metrics: Track the number of training opportunities provided.
Benchmark: Provide 2 in-house training opportunities per year for staff.

Metrics: Track the number of participants in various trainings.
Benchmark: Have 35 percent of staff attend various trainings per year.

Metrics: Track the number of employees promoted.
Benchmark: Keep promotions internally whenever possible.

Metrics: Track the percentage increase of employees' compensation in relation to policy.
Benchmark: Try to move 5 percent of staff to policy annually.

Metrics: Track the numbers of employees who participate in flex schedules or flex place.
Benchmark: 20 percent of staff utilizing flex schedules or flex place.

MARKETING AND COMMUNICATION

According to *.network library*, economic development marketing is the endeavor of an economic development practitioner, especially as it relates to creating, communicating, delivering, and exchanging information in order to attract the attention of business decision makers. Marketing is a specialized management process through which locations are promoted to prospects.

GOAL 1: Raise Awareness of Idaho's Attributes Globally, Nationally and Locally

Strategy: Implement a consistent message, look and feel in all Commerce communication and marketing materials.
Engage in public-private partnerships to market Idaho.
Raise national and international awareness of Idaho through meetings with targeted media, feature articles, social networking and media coverage in print, radio, television and the internet.

Action 1.1: Web Sites.

Metrics: Continue to improve our Commerce Web Site as a sales and marketing tool.
Develop and maintain additional web sites as necessary.

Benchmark: 5 websites.
3 international websites.

Metrics: Track the number of hits and downloads from 5 web sites.
Benchmark: 5000 per month average per site.

Action 1.2: Public Relations.

Metrics: Deliver targeted messages to the media.
Benchmark: 26 written articles for domestic publications/2,100 printed.
4 statewide media visits.

Metric: Track the number of indirect stories pitched to media.
Benchmark: Two FAM trips.
One media related show.
One blog/60 posts per year.
20 stories produced.

Metrics: Track social media buzz.
Benchmark: 5 Facebook pages averaging 300 fans and 20 weekly visits.
200 retweets per month.
6 LinkedIn groups.

Action 1.3: Advertising.

Metrics: Create a targeted advertising campaign nationally.
Benchmark: 14 advertisements in domestic publications.
7 online advertising venues.
3 tradeshow advertisements.

Action 1.4: Visual Media.

Metrics: Develop video testimonials from businesses around the state and informational podcasts to enhance the way information is presented on our web site.

Benchmarks: 6 new video testimonials.

GOAL 2: Increase Awareness of, and Access to, the Idaho Department of Commerce's Information and Services

Strategy: Share state marketing strategies and tools with all private sector companies, tourism interests and economic development organizations interested in promoting Idaho. Keep Idaho community economic development professionals updated on events and opportunities to market the state.

Action 2.1: Printed Material.

Metrics: Develop brochures, templates, letterhead, flyers, banners, signs and business cards that serve as informational or sales tools.

Benchmark: 2 business magazines.
5 brochures.
3 flyers.
3 online brochures.

Action 2.2: Newsletters & Press Releases.

Metrics: Send newsletters, press releases or articles to partner publications to inform about Commerce activities and Idaho businesses.

Benchmark: 2 newsletters.
12 Project 60 updates.

GOAL 3: Have the Best Most Accurate Data, Trends, Statistics and Metrics Available to Make Informed Decisions

Strategy: Utilize the best demographic material and research tools to make informed decisions on economic development strategies and metrics.

Action 3.1: Research Materials.

Metrics: Employ only the tools that are needed on a daily basis for work plans. Rely on Department of Labor for in depth data.

Benchmark: 1 subscription tool.

GOAL 4: Prepare Campaigns Targeted at Specific Cluster Markets or Economic Development Related Campaigns

Strategy: Develop full scale detailed and targeted campaigns to reach a specific audience.

Action 4.1: Identify Campaigns.

Metrics: Work with all divisions of Commerce to identify targeted campaigns that will need marketing assistance and help to develop a work plan and budget for each campaign.

Benchmark: 1 foreign investment campaign.
1 regional campaign.
2 industry specific campaigns.
1 business expansion campaign.

GOAL 5: Network with Groups in the Industries of Marketing, Media, and Public Relations to Further Market Idaho or Learn New Skills

Strategy: Enhance professional knowledge for marketing staff to compete in a global market with highly skilled talent.

Action 5.1: Professional Development Training.

Metrics: Attend conferences, tradeshow and workshops as appropriate to enhance professional skills in the field of marketing, communications and research.

Benchmark: 2 training seminars.

GOAL 6: To Plan, Develop and Manage the NWCDI Program to Provide Formal Training to Community and Economic Development Practitioners in the Northwest Each Year

Strategy: Enhance the understanding of community economic development marketing to practitioners throughout the state to fully compete in a global marketplace.

Action 6.1: Increase quality and attendance at yearly NWCDI event.

Metrics: Update and expand data base, website and marketing tools and market program to public/private entities and tribes in the northwest.

Benchmark: 3000 database.
50 attendees.
3 tracks.

Metrics: Oversee organization and implementation of program, participant certification process

Benchmark: 5 certifications.

GOAL 7: Implement Community Marketing Program for Community and Economic Development Professionals

Strategy: Develop lists of strategies and best practices for local ED practitioners to use in marketing their community to target audiences achieving higher levels of marketing success.

Action 7.1: In-State Education.

Metrics: Provide new information on community marketing page; evaluate the value of the page and solicit feedback on an on-going basis.

Benchmark: 3 updates per year.

Metrics: Develop community marketing training or technical assistance materials for use by Commerce staff as needed.

Benchmark: 4 training modules prepared.

Action 7.2: Promotion of Idaho Communities to the world.

Metrics: Collect real life community marketing stories to share with other communities.

Benchmark: 6 stories.

TOURISM DEVELOPMENT

Building Idaho's economy by increasing visitor expenditures throughout the state is the goal of Idaho Department of Commerce's Tourism Development Division. The division's activities are funded by a 2 percent lodging tax, paid by travelers and collected by the state's hotel, motel and private campground owners.

Forty-five percent of the funds are used for statewide marketing programs. Another forty-five percent is distributed to non-profit local and regional tourism development organizations through the Idaho Regional Travel and Convention Grant Program. The remaining 10 percent is used for administration of the division.

The primary focus is on building the lodging and camping base, marketing Idaho as a preferred travel and convention destination and promoting those events and recreational activities that result in overnight visitation.

Solicitation and support of the film industry also rests with the Department of Commerce. The Film Office is housed in the Division of Tourism Development.

GOAL 1: Grow and Sustain Tourism Products and Infrastructure

Strategy: Leverage funds from the private sector and public agencies to stretch the budget by working with public and private sector entities throughout the state.

Action 1.1 Budget based on the revenue the lodging tax is expected to generate and effectively implement and manage that budget to obtain the largest return on our investment.

Metrics: Complete the fiscal year with a balanced budget that supports our marketing efforts.
Benchmark: A balanced budget.

Metrics: Track 2 percent lodging tax receipts.
Benchmark: 6 percent growth for FY12, 7 percent for FY13-15.

Action 1.2 Liaise with other Organizations and Associations.

1. Idaho Tourism and Recreation Initiative.

The Tourism Recreation Databases and Website project includes www.visitidaho.org and www.updateidaho.com and the databases that support them. Tasks in FY2012 will be focused on creating additional web technologies that serve target audiences and enhance their consumption of Idaho tourism content.

Metrics: Track the level of support of initiative adoptions by partnering agencies and consumer interest.
Benchmark: Full collaboration with state and federal agencies involved in Idaho Recreation and Tourism Initiative.

2. Idaho Department of Agriculture.

Continue working relationship with Idaho Preferred program to promote culinary tourism opportunities throughout the state, i.e. wine country, farmer's markets, restaurants using local foods, etc.

Metrics: Host Culinary FAM tours together; host individual writers together; ICORT participation.

3. Department of Transportation.

a. Scenic Byway Program.

Metrics: Google analytics percent increase in visitors and time on site.

Tool kit for scenic byways on www.tourism.idaho.gov.

Implementation of Economic Impact Tool.

b. Idaho State Map.

Metrics: Produce adequate number of maps to distribute over a two year period.

Benchmark: Demand exceeded supply and we anticipate running out of maps 6 months earlier than projected.

c. Idaho Airstrip Network support.

d. Continued cooperation of co-funding and managing Gateway Visitor Centers with Idaho Parks and Recreation.

Metrics: Increase visitation at all centers by 5 percent annually.

Benchmark: Beginning in FY12 centers will be required to report visitation activity.

4. Idaho Parks & Recreation.

a. Collaborate on Statewide Comprehensive Outdoor Recreation and Tourism Plan to enable access to Land & Water Conservation Funds.

Metrics: Eligibility of funds for Idaho Parks and Recreation.

b. Facilitate Idaho State Parks & Recreation's collection of 2 percent lodging tax on campgrounds, cabins and yurts.

c. Return to funding shared responsibility of Gateway Visitor Centers by FY14.

Metrics: \$25,000 restored to budget by IDPR by FY14.
5 percent increased visitation at gateway visitor centers and Idaho State Parks.

5. Idaho Department of Labor.
Collaborate on new tourism taxonomy for ongoing research & reporting purposes. Also team with Labor on workforce development opportunities for the film industry and provide professional hospitality training programs.

Metrics: Economic impact of the industry on a county by county basis.
Benchmark: To be established in FY12.

6. Idaho Tax Commission.
Increased accuracy, strengthened relationship and increase in collection of lodging tax from properties not currently collecting 2 percent occupancy tax.

7. Idaho RV and Campground Association.
Continued sharing of data, coordination of advertising and support of Public Relation opportunities.

8. Idaho Ski Areas Association.
a. Collaboration on winter campaign (see goal 7).
b. License Plate Fund.
Administer the license plate fund for the Idaho Ski Areas Association and collaborate on winter strategies with the ISAA and their resorts to increase the awareness of skiing opportunities in Idaho.

9. Bed & Breakfast Association of Idaho.
Incorporate the annual meeting of the B & B Association into the Idaho Conference on Tourism to assist the organization with programing and fundraising.

Metrics: Positive cash flow for the Association.

10. Wild Rivers License Plate Fund.
Administer grant program for small communities, chambers of commerce and rescue organizations to fund the marketing of whitewater opportunities and safety/rescue equipment and educational programs.

Benchmark: Approximately \$25,000 is generated and distributed through the sale of Wild Rivers license plates each year. Four to six organizations are awarded the grants.

11. Sled the Rockies.
Raise awareness of Idaho's sledding opportunities in the upper Midwest and Pacific Northwest with a three state marketing partnership with Wyoming and Montana to market the region in both print and online venues.

Metrics: Leverage \$36,000 with an additional \$72,000.
Email news blast to opt-in emails 6 times a year.

Benchmark: Leverage \$36,000 with an additional \$72,000.

12. Idaho/Oregon Snake River Water Trail.
This multi-jurisdiction effort spearheaded by the Canyon County Parks, Recreation and Waterways and the National Park Service includes communities and organizations all along the 150 mile reach from Glens Ferry to Farewell Bend.

13. Heritage and Cultural Tourism.
Liaise with National Heritage Trust, Preservation Idaho, Veterans Administration, the tribes of Idaho, Oregon California Trail Association and arts organizations on various projects.

Metrics: Help host the National Preservation Conference to be held in Spokane Fall 2012.

14. National Geographic Geotourism initiatives.
Support sustainable tourism initiative by continuing to collaborate with Montana and Wyoming with a reprint of the National Geographic Greater Yellowstone Geotourism Map guide and the www.yellowstonegeotourism.org/ website. Support and promote opening of National Geographic Geotourism Center in Driggs Idaho by revising travel guide to highlight new center if it is completed.

15. Western States Tourism Policy Council.
Implement Governor's directives that impact the Western United states such as Be Outside Idaho, America's Great Outdoors and Western Governors Association initiatives as they pertain to recreation and tourism.

Action 1.2 Assist hotel and resort developers in making sound decisions to invest in Idaho match hotel developers with cities, planned communities and landowners seeking hotel and/or resort development.
Provide Economic Impact data as available.
Attend Planning & Zoning Meetings as needed.
Identify and disseminate likely funding sources for viable projects.

Metrics: Track the number of developers and marketing research firms utilizing our technical assistance.
Benchmark: 5 hotel or recreational development projects.

Strategy: Host Idaho Conference on Recreation and Tourism.

Action 1.3 May 8-10, 2012 in Coeur d'Alene, May 7-9, 2013 Idaho Falls.

Metrics: Goal of 200 Registrations, \$15,000 Sponsorships and attendee evaluation.
Benchmark: 160 attendees, \$14,000 in sponsorships. Ranking of content and value of conference should be as good or very good by 90 percent of attendees.

Action 1.4 Take Pride Awards at Idaho Conference on Recreation and Tourism.

Benchmark: More than 20 Statewide Nominations.

GOAL 2: Disburse Grant Monies To Viable Non-Profit Tourism Promotion Organizations

Strategy: Manage and champion the Idaho Tourism Grant Program and clearly define eligibility and funding goals.

Action 2.1 Award and reimburse implementation of plans designed to stimulate and expand the travel and convention industry within the state's seven planning regions.

Metrics: Award and reimburse \$2,942,000 in FY12, \$3,090,000 FY13, \$3,244,000 FY14, \$3,406,000 FY15.
Benchmark: \$3,300,000 in FY08.

Action 2.2 Continue to improve online grant management software to facilitate the application for grants and the tracking of reimbursement requests. Continually update Grant Guidelines and clarify the Administrative Rules to facilitate compliance and encourage participation. Goals over the next four years include 100 percent electronic submissions/storage of grant requests and reimbursements and the establishment of an online training application housed on the website for ongoing use.

Metrics: 100 percent online grant management.
Benchmark: Track approval by users for customer satisfaction of usability and accountability.
Satisfaction approval rating of grant program by grantees of good or very good in annual survey.

GOAL 3: Identify and Successfully Market Idaho to Potential Visitors of Value

Strategy: Advertise Idaho's tourism attractions and scenic beauty in key domestic markets.

- Action 3.1** Work with the advertising agency to effectively target appropriate audiences. Provide easy access of information on Idaho’s tourism product via all viable marketing means, including print, online, radio, television social media and public relations activities. Establish a media buying plan that maintains balance between media, seasons and regional/national/international reach, with emphasis on the 11 western states.
- Metrics:** Track inquiries online and phone, impression and advertising equivalency, website and email engagement, responses to advertising through the web visitors (page views and unique), reader response cards, phone calls and emails requesting more information from the fulfillment house and number of brochures distributed.
- Benchmark:** Exposure of Idaho tourism advertising messages to 375 million impressions.
- Strategy:** Create and distribute the Official Idaho Travel Guide and other brochures in print and electronically.
- Action 3.2** Export data from updateidaho.com and produce a glossy travel guide and digitized flip book.
- Metrics:** Track the timely dissemination of state travel guides.
- Benchmark:** Published by January 2012 distributed by January 2013.
- Strategy:** Research will be presented at the Idaho’s Conference on Tourism and the Idaho Restaurant and Lodging Association annual meetings as well as posted on www.tourism.idaho.gov.
- Strategy:** Monthly analysis of website analytics.
- Action 3.3** Invest in regularly compiled research to identify who the Idaho traveler is and where the most likely traveler of value will originate.
- Metrics:** Economic Impact Study to be commissioned through Idaho Department of Labor and Moscow based company EMSI.
- Benchmark:** Idaho Travel Council approval of marketing programs reflecting research results.
- Metrics:** Track utilization of the research by constituents.
- Benchmark:** Distribution of research results to the seven travel regions.
- Metrics:** National Market Share.
- Benchmark:** Continued growth of the industry (.1 percent established in calendar year 2008).
- Metrics:** GDP.
- Benchmark:** 3.5 Billion for 2012.
- GOAL 4:** [Maintain and Enhance Cutting Edge, Interactive Websites for Travel Consumers \(Constituent website goal is covered in Marketing and Promotion section\)](#)
- Strategy:** Work with advertising agency to enhance the existing website architecture.
- Action 4.1** Continually update the website with new information with emphasis on most visited sections. Enhance updateidaho.com to accommodate continued initiatives such as scenic byways, culinary tourism, geotourism, voluntourism, Kids in Nature and acoustic Idaho. Educate and regularly solicit Idaho suppliers to avail themselves of the free updateidaho.com, facebook/visitidaho and linkedin.com tools to keep their information comprehensive and up to the minute as well as post their package deals.
- Continue employing social media channels to showcase Idaho on sites such as TripAdvisor, YouTube, Twitter, Yelp and Facebook.
- Metrics:** Track the number of page views, downloads and time spent through Google Analytics.
- Benchmark:** Current stickiness is up to 4:02, up from 3:54 minutes, which is a good industry average. Goal is to increase current average time spent by 15 seconds. 7 to 12 percent growth in visitation depending on season.

Metrics: Social network web analysis to continue confirming that social networking is driving increased visitation to the website.
Benchmark: Facebook and TripAdvisor rank in the top 10 for referral sources to www.visitidaho.org.

GOAL 5: Raise Awareness of Idaho's Tourism Attributes Globally, Nationally and Locally Through Public Relations

Strategy: Raise national and international awareness of Idaho through hosted media trips, visits to targeted media, feature articles and media coverage in print, radio, television, internet and social media channels.
Implement a consistent message, look and feel for the Idaho tourism brand: *Adventures in Living*.

Action 5.1 Develop a Media Plan which includes an editorial calendar and story pitch idea for both social media outlets as well as traditional media. Continue with one-on-one outreach to establish working relationships with statewide, national and international media.

Metrics: Attend Media Get Together Event, July 2011.

Benchmark: Will be established after FY2012.

Respond to media requests for information, photography, video, itineraries, etc. Continue to host journalists on individual FAM trips, as well as group FAM trips Continue with Twitter feeds and Facebook postings for as long as they serve the media and consumer audience. Continue to update/edit publication material and editorial for various Tourism publications (RMI Guide, Press Kit CD, etc.).
Idaho Tourism Blog: Continue to create relevant stories. Expand the content with the same formula and increase the frequency, when appropriate.
Engage in public-private partnerships to market the Adventures in Living brand and collaborate with organizations such as Idaho Preferred, Idaho Wine Commission and Idaho Scenic Byways to extend the brand to Idaho products.

Text Messaging Outreach: Using iZigg technology communicate with constituents, media and travelers appropriate messages.

Metrics: Track the number of press releases and newsletters written and published.
Grow current email subscriber base by 15 percent in FY12.

Benchmark: 4 press releases a month and two newsletters *Tournews* (industry quarterly) and "*Adventures in Living*" (14,300 consumers). The consumer e-newsletter will be distributed monthly up from quarterly.

Metrics: Track the number and ad equivalency of stories printed by global, national and regional media through VOCUS.

Benchmark: 250 Pitched/125 Printed for tourism promotion (this benchmark is also reflected in the marketing division's strategic plan).

Metrics: Track readership with 100 percent growth first year and 50 percent second year, 10 percent thereafter.

Benchmark: Will be established at the conclusion of FY2011.

GOAL 6: Market Idaho Tourism Internationally

Strategy: Collaborate with Montana, Wyoming and South Dakota in the marketing consortium of Rocky Mountain International (RMI).

Action 6.1 Continue with efforts led by RMI, including expansion of interest and participation in the Scandinavian, Australian & New Zealand markets, in addition to the traditional European theatre.

Metrics: RMI provides an annual TRIP (Tourism Research Inventory Product) report which includes the percentage growth in tour product offered in our target markets.

Benchmark: Increase overnights offered by tour operators in the TRIP report by 5 percent.

Strategy: Work with Idaho Trade Offices and the US Commercial Service.

Action 6.2 Work with the US Commercial Service Idaho office to remain current on opportunities they offer, particularly using their network to spread information about Idaho. Capitalize on having trade offices in Taiwan, China and Mexico as appropriate. Invite US Commercial Services and Idaho Trade Officers to explore Idaho from a tourist standpoint. Nurture the relationship and capitalize on opportunities to host travel writers and photojournalists who will come to the state to increase exposure, as well as other appropriate opportunities.

Metrics: Track leads and press clippings through CRM. Increased knowledge and awareness of Idaho should translate into increased leads and media coverage by the overseas offices.

Benchmark: 25 stories featuring Idaho tourism product in the fiscal year in print and/or online.

GOAL 7: Promote Idaho as a Travel Destination

Strategy: Promote and educate intermediaries (tour operators, travel agents, online travel companies) to market and sell tourism product that will attract travelers to Idaho. The Tourism Staff is a sales team. They are tasked with constantly learning and sharing their knowledge of viable tourism products with consumers and intermediaries who can promote and sell Idaho to their clients.

Action 7.1 Attend tourism industry trade and consumer shows in key domestic and international markets. Distribute/share tourism promotion leads generated from trade shows with communities, tourism businesses and nonprofit organizations at no cost. Provide the means for industry suppliers to purchase leads at processing cost from the tourism industry web site.

Metrics: Quantify lead generation and dissemination to Idaho suppliers.

Benchmark: 400 leads from trade shows made available to Idaho suppliers.

Metrics: Number of leads purchased.

Benchmark: 20 purchases of leads by Idaho suppliers.

GOAL 8: Solicit, Attract and Promote Tourism Events to and in Idaho Not Only for Visitation but for More Visibility Nationally and Internationally

Strategy: Include high-profile events in Official Idaho Travel Guide and include all events with tourism potential on the tourism consumer web site. Earmark promotional assistance funds for marquee events.

Action 8.1 Attend Travel Events and Management in Sports (TEAMS) trade show. Offer promotional assistance for qualified events. Establish guidelines and funding limits for events seeking promotional assistance.

Metrics: Track the lead generation and dissemination to Idaho suppliers.

Benchmark: Qualify 15 potential events to Idaho suppliers.

Metrics: Required report from sponsored events regarding economic impact.

Benchmark: Reports satisfactorily illustrate return on State's sponsorship investment with overnight rooms.

GOAL 9: Develop Idaho as a Location for Film Productions and Commercials

Strategy: Solicit film and commercial television projects to be filmed in Idaho.

Action 9.1 Provide continuing education workshops for Idaho film industry workers. Market Idaho at annual trade shows, including gaming/electronic software development. Liaise with professional associations and in-state film production companies to grow the industry. Liaise with communities and chambers to prepare for visiting productions and to upgrade their ability to partner with the film industry.

Support in-state film festivals efforts to bring in filmmakers that would not otherwise visit Idaho. Advertise Idaho's diverse locations and low cost of production in print and online.

Metrics: Leads generated at trade shows.

Benchmark: 10 quality film, TV and commercial productions leads. Also could include interactive productions (Video games, web 2.0).

Metrics: Track the economic impact of each project using Reel-Scout tracking software.

Benchmark: Attract 5 million in film production spending.

External Factor: Idaho's incentive has not been funded and negates ability to attract out of state films.

Metrics: Audit of production spending.

Benchmark: Disbursement of \$1,000,000 in rebates to qualified film productions.

External Factor: Incentive has not been funded by the legislature.

Metrics: Attendance at workforce training workshops.

Benchmark: Serve 120 people a year.

Action 9.2 Manage grant program for Idaho filmmakers which will provide grant funds for Idaho projects to enable hands-on worker experience.
Support continuing education workshops for Idaho film industry workers.

Strategy: Continue to support in-state industry development in film, video and related industries. Grant applications due 7/8/2011; grantees have 14 months to complete projects.

Metrics: Disbursement of \$30,000 in grant monies to qualified productions for hands-on experience. Fund 6-8 grants of up to \$5000 for productions.

Benchmark: 18 applicants, 6 grantees received \$20,000 in 2011.