



# ECONOMIC DEVELOPMENT STRATEGIC PLAN

October 2021

# ACKNOWLEDGMENTS

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The City of Boise wishes to thank the following participants and stakeholders in the Boise Economic Development Strategic Plan process for their valuable guidance, support, and technical contributions to this important document.

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## City of Boise Project Team & Leadership

We are grateful for the many community stakeholders who dedicated their time and energy to providing critical input and feedback that informed the priorities of this plan. A full list of project stakeholders can be found in Appendix 1.

## About CAI

Community Attributes Inc. (CAI) supports all phases of economic and community development—from visioning to implementation. CAI supports decision-making by linking community development objectives with economic opportunities in the context of regional economic trends. Reports and products help city officials and stakeholders improve the quality of life within their communities.

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# Introduction

# BACKGROUND & PURPOSE

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The City of Boise is a growing city within a region that has experienced significant growth and change over the past decade. Its diverse economy includes several Fortune 500 companies, a thriving startup scene, institutions of higher education, abundant outdoor amenities, a vibrant arts community, and thousands of small businesses and entrepreneurs who are proud to call Boise home. To guide the city's economic growth and evolution strategically, the City of Boise developed this **Economic Development Strategic Plan (EDSP)**. The Strategic Plan leverages the work of the **Economic Recovery Task Force** convened in 2020, formed to address specific priorities in the wake of the COVID-19 pandemic, and has been broadly informed by an extensive outreach effort conducted with a wide array of local businesses, community leaders, and stakeholders from the public, private, and non-profit sectors. This work included 13 stakeholder focus groups with more than 100 participants to explore challenges and opportunities for growth and development in Boise.

## A City for Everyone

The City of Boise's Economic Development Strategic Plan directly aligns with the City's overarching vision to create a City for Everyone. A centerpiece of this vision are six strategic **Priority Areas** that are core to Mayor McLean's platform:

- **A Safe and Healthy City for Everyone**
- **A Home for Everyone**
- **Movement for Everyone**
- **A Clean City for Everyone**
- **Opportunity for Everyone**
- **Engaging Everyone**

The Economic Development Strategic Plan articulates how the City should focus its day to day efforts to achieve the above vision and, specifically, provide economic opportunity for everyone.

The achievement of this goal requires not only leadership within the limits of the City of Boise, but also regional leadership and collaboration with an array of public, private, and non-profit sector partners throughout the Treasure Valley and beyond. Issues such as climate and carbon neutrality, affordable housing, transportation, economic inclusion, and the development of a globally-competitive workforce are examples of areas where Boise can lead on a regional or national scale, and which require solutions that transcend jurisdictional boundaries.

Perhaps most critical to achieving the goal of opportunity for everyone is ensuring that Boise is a welcoming community and that growth and prosperity benefit all. As a result, strategies that support **Diversity, Equity and Inclusion (DEI)** are integral to this plan, and are included throughout each of the four identified goals.

# THE PLANNING PROCESS

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The strategic planning effort was designed to be a community stakeholder driven process. To this end, the City of Boise and CAI created a process that would engage a broad range of stakeholder interests and inform the strategic themes and priorities.

The project team conducted **13 focus groups** with more than 100 participants comprise of leaders across Boise's private, public and non-profit sectors. Discussion questions covered the City's economic development landscape, opportunities, and threats, and stakeholders were grouped according to the following topics or areas of expertise:

- Creative Arts
- Infrastructure and The Built Environment
- Small Business and Entrepreneurship
- Downtown
- Tourism, Retail, Hospitality, and Events
- Technology
- Education and Workforce Development
- Manufacturing and Industry
- Local Food
- Climate
- Mobility
- Business Attraction
- Large Employers
- Health, Wellness, and Public Safety.

The project team also distributed a business survey using feedback from the focus groups, which was launched in June 2021. More than **60 local businesses completed the business survey** over a three-week period. Survey questions included the following subjects: business information; COVID-19 economic impacts; strategic priorities; diversity, equity, and inclusion; a Boise brand; regional collaboration; focused industry cluster growth; workforce development; infrastructure; climate and sustainability; and growth and development. Questions were asked in a variety of formats, including multiple choice, short and long form or open-ended response, and ranked choice.

# ORGANIZATION OF THIS REPORT

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This Economic Development Strategic Plan (EDSP) for the City of Boise is organized into the following sections.

**Landscape Assessment.** This section presents a summary of demographic and economic data and analysis identifying Boise’s economic drivers, growth trends, workforce characteristics, demographic composition and other factors, as well as findings from a review of City of Boise plans and policies. Strategic considerations resulting from this assessment informed subsequent stakeholder engagement and provided a data-driven foundation for the economic development strategies and actions at the heart of this document. The full report is available in the appendix.

**Stakeholder Engagement.** This section summarizes the public and stakeholder engagement conducted by Community Attributes Inc. in support of the City of Boise’s Economic Development Strategic Plan process through the first half of 2021. This engagement included 13 stakeholder focus groups and a targeted business survey of over 60 local businesses. Findings from meetings assessing regional partners’ Organizational Capacity are summarized in an appendix.

**Strategies & Actions.** This section is the heart of Boise’s Economic Development Strategic Plan. The project team synthesized data-driven analyses and extensive stakeholder engagement to inform the development of strategies and actions, organized by four “focus areas”, targeted to achieve the City’s goals and vision for its economic future. “Strategies” are a distinct, coherent approach to achieving a particular goal or objective. The section summarizes strategies by focus area, then presents detailed actions in support of each strategy.

**Appendices.** Constituent deliverables from throughout the project are included as appendices to this Plan.

# Landscape Assessment



# INTRODUCTION

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This Landscape Assessment offers a foundation for subsequent strategic planning by providing demographic and economic data and analysis, as well as findings from a review of City plans and policies. By identifying Boise's economic drivers, growth trends, workforce characteristics, demographic composition and other findings, this Assessment provides a basis for strategic considerations for economic development. The data presented in this section of the Strategic Plan are a snapshot intended to characterize Boise and its economy. The full Landscape Assessment completed as part of this project is included as an appendix to this document.



*Downtown Boise, Idaho. Source: Flickr (Creative Commons)*

# KEY FINDINGS

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- Boise has the **largest population and highest employment in Idaho**, which positions the city as a regional center.
- For those moving to Boise, **the largest group comes from the western US**, indicating that Boise attracts people outside its immediate region.
- Boise's median age has increased by 4.7 years from 2000 to 2019. **The City reversed declines in population growth over the last decade in the 10 to 19 years, 25 to 44 year, and 75 to 84 years age groups.** The age groups of 60 to 74 and 85 years and older decreased by large margins from 2010 to 2019.
- The **Boise economy has balanced industry sectors**, with no sector accounting for more than 16% of the city's total employment. Health Care and Social Assistance, Retail Trade, Office-using employment (including Professional Services, Financial Activities and Information sectors), and Administration and Support all provide at least 10% of the city's jobs.
- **Unemployment in Boise varies by race.** White people, Asians, other races, and American Indians had unemployment rates of 2%-4% in 2019 while Pacific Islanders, Black people, and people of two or more races had rates between 9% and 16%.
- **Boise is a major educational center** for Idaho. Boise State University graduated the second most students (4,513) and issued the most degrees at the Master's level and higher (907) in the state in 2019.
- **Housing costs are rising drastically in Boise.** The median list and sale price for homes in Boise vary by source, with figures from Redfin (\$480,000), Zillow (\$525,825) and the St. Louis Federal Reserve (\$529,000) diverging somewhat. The median home price in Boise was \$139,000 in 2012 (Redfin).
- **Boise's poverty rate varies by Race.** Rates among White people, Asians, people of other races, and people of two or more races fall between 13% and 19%. Black people, American Indians, and Pacific Islanders have poverty rates between 36% and 51%.

# STRATEGIC CONSIDERATIONS

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After identifying Boise's economic drivers, growth trends, workforce characteristics, demographic composition and other findings, this Assessment offers strategic considerations for economic development. These considerations were used to inform subsequent outreach to business leaders and other stakeholders and to ensure that the City of Boise Economic Development Strategic targets the City's prime opportunities and most pressing challenges.

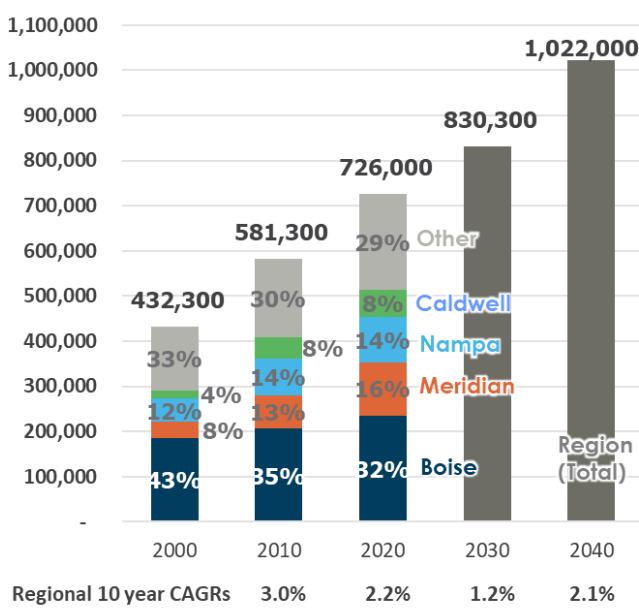
- **The western United States** represents a **large area in which Boise can compete** for visitors and new residents, and where Boise companies can foster business-to-business relationships.
- **Talent and wealth from San Francisco, Seattle and other tech hubs** are attracted to Boise due to its regional environs, its regional prominence, and its lower cost of living than those regions.
- **Mid-sized cities** are **experiencing rapid growth nationwide** driven by high housing costs in larger cities and new work patterns accelerated by the COVID-19 pandemic. Boise has an opportunity to capitalize on that economically, if desired.
- Strong regions have strong central cities, and **strong central cities have strong downtowns**. Boise should continue to invest in its downtown to make it an attractive location for businesses and residents alike, and align strategies toward that goal.
- A **demonstrated equity strategy** will serve Boise well for business retention and attraction. Nationwide and globally, the largest and expanding businesses recognize the diversity in their workforce and seek welcoming locations that recognize the value of diversity as well.
- Boise State is a tremendous asset to leverage for **talent development and innovation**. In addition to training and education, universities are cultural and talent attractors, and hubs of entrepreneurial activity.
- The region must **invest in housing** and **expand housing supply** to keep housing costs from rising as employment grows. Concerns about growth impacts are difficult to balance with economic development goals, and housing prices are key indicator in keeping the community aligned toward economic growth.

# GROWTH OVERVIEW

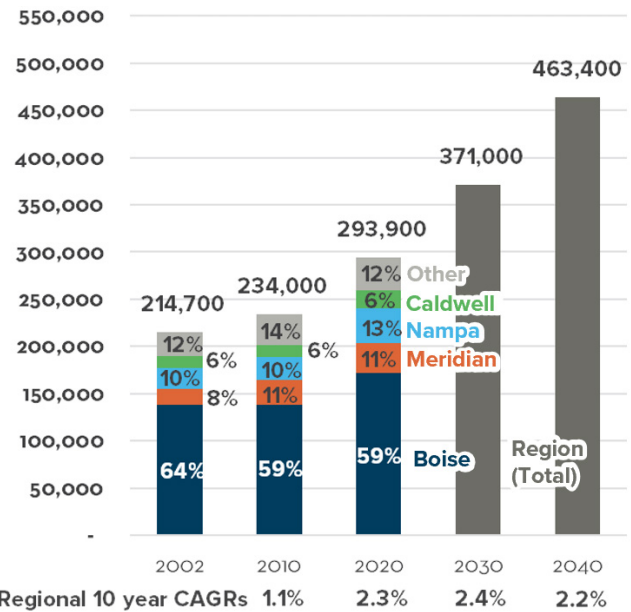
The City of Boise and the Boise Metropolitan area have grown rapidly in recent years. The City grew by 1.4% per year between 2010 and 2020, reaching 236,000 residents in 2020, an addition of 24,000 residents.

During that same period, the region grew more rapidly at an average annual rate of 2.2% to a total population of 726,000 in 2020. Overall, the region grew by nearly 145,000 residents between 2010 and 2020. Within the region and time period, Nampa (4.3%) and Caldwell (3.8%) each grew more rapidly than Boise. Boise's share of the overall metro area population has decreased relative to neighboring cities such as Meridian and Caldwell.

**Exhibit 1. Population, Boise & Neighboring Cities, 2000-2040**



**Exhibit 2. Total Employment, Boise & Neighboring Cities, 2000-2040**



Source: COMPASS, 2012, 2020; U.S. Census Bureau Longitudinal Employer-Household Dynamics, 2018; Community Attributes, 2021.

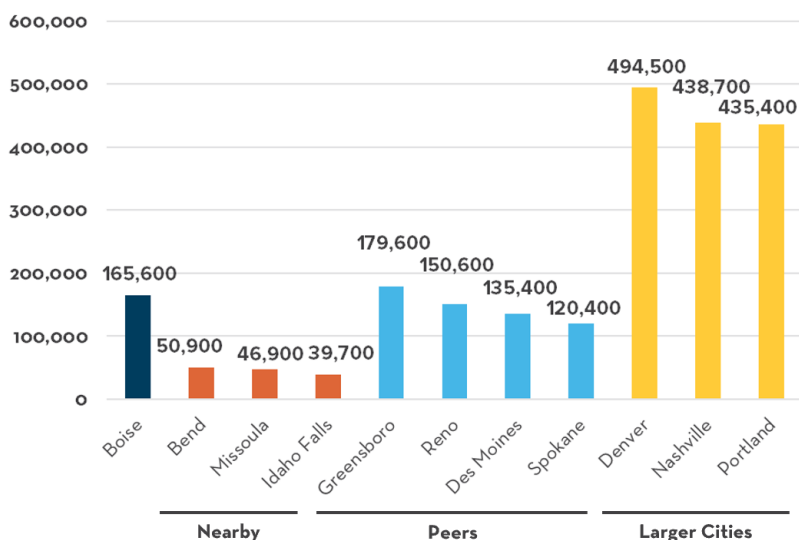
Regionwide, job growth in the Boise Metropolitan area grew at 4.0% annually between 2014 and 2018 – more rapidly than most cities in the U.S. Only the Bend, Oregon, and Reno, Nevada regions grew at a faster rate (5.4% and 4.5% annually respectively) among comparison regions presented in this report. Boise is definitely the employment center of the region, with 172,300 jobs in the city, out of the 293,900 jobs regionwide in 2020. Two of the largest suburbs, Caldwell and Nampa have been adding jobs at faster percentage rates than Boise did between 2010 and 2020, 3.8% and 4.3% annually respectively, compared to 2.3% in Boise. The Boise region and its central city grew at the same rate between 2010 and 2020 (2.3% annually).

With this growth have come concerns about local impacts. The cost of housing has increased with immigration of new residents and workers. Tourists bring spending into the region, and long-time residents fear overcrowding and congestion. Growth can displace established businesses, and in some cases create concerns around displacement and equity, for both businesses and residents.

# EMPLOYMENT

Boise had 165,600 jobs in 2018. Its nearest peer cities are Reno and Spokane. Greensboro (North Carolina) and Des Moines are similar in size for national comparisons. Denver, Nashville and Portland all offer insights for regions much larger than Boise, with more than 400,000 jobs in each of those central cities. Boise did not add jobs as rapidly as nearby regions since 2002 but grew as much or more than its peer cities and regions as well as the larger regions. Boise job growth trends since 2002 match Reno’s and Denver’s growth (indexed) in particular. (A detailed description of the methods used to select comparison cities is included in the full Landscape Assessment in Appendix 2.)

**Exhibit 3. Total Employment, Boise & Comparison Cities, 2018**



Source: U.S. Census Bureau Longitudinal Employer-Household Dynamics, 2018; Community Attributes, 2021

**Exhibit 4. Top Employers, City of Boise, 2020**

Employer	Boise Employees	Category
<b>Not-for-profit</b>		
St. Luke's	12,800	Healthcare
St. Alphonsus	9,100	Healthcare
YMCA	2,350	Local Services
<b>Private</b>		
Micron Technology, Inc.	8,000	Technology
Safeway, Inc.	3,000	Local Services
Albertsons, Inc.	2,100	Local Services
Hayden Beverage Co.	1,450	Local Services
Walmart, Inc.	1,050	Local Services
Idacorp, Inc.	900	Local Services
Fred Meyer	800	Local Services
Clearwater Analytics	800	Technology
Boise Cascade Co.	700	Wood Products
Peterson Auto Group	700	Local Services
J.R. Simplot Co.	700	Agriculture
Keller Williams Realty, Inc.	600	Local Services
<b>Public</b>		
Boise State University	4,900	Education
Idaho Military Division	3,500	Government
City of Boise	1,800	Government
Department of Veterans Affairs	1,300	Government
Idaho Department of Transportation	1,000	Government

Source: ESRI Business Analyst, 2020; City of Boise, 2022; CAI, 2021.

Employment information for the City of Boise and Clearwater Analytics provided by the City of Boise.

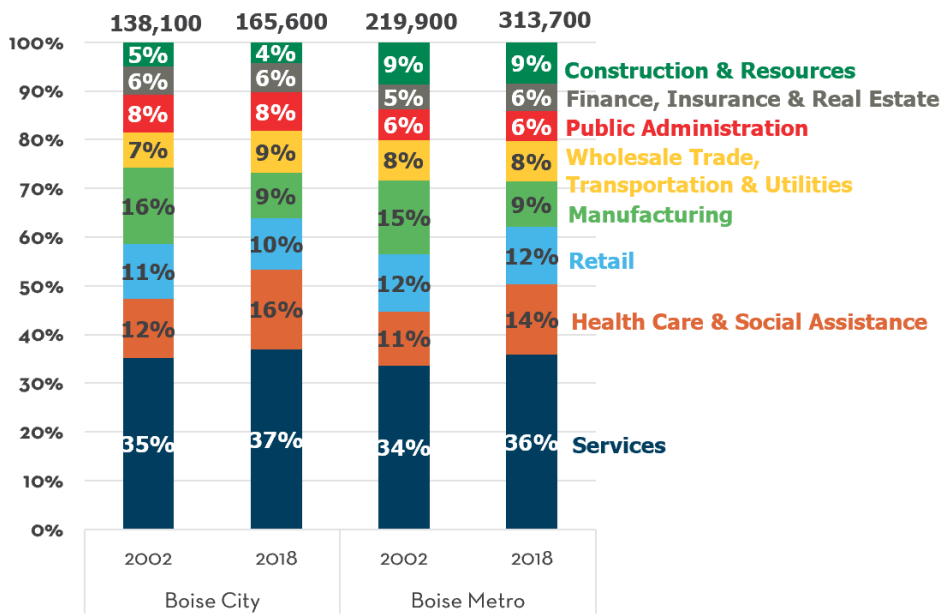
Health care establishments are the largest employers in Boise. St. Luke’s Boise Medical Center (all locations) provide more jobs than any other single employer in Boise (12,800), followed by the St. Alphonsus hospital system (9,100). These larger hospitals bring in patients from far away and support local jobs and visitor spending.

Idaho state government and Boise State University are major economic anchors in Boise as well as large employers and generators of business activity, visitors and related spending. Micron, Safeway and Albertsons are the largest private sector employers in the City, after Motive Power closed in 2020. While not represented in the data, HP employs around 1,200 in the Boise area.

# INDUSTRIES & WAGES

Health Care and Social Assistance was the largest industry in Boise by employment in 2018, with 16% of the City’s workers. Manufacturing declined from 16% to 9% of the City’s employment base from 2002 to 2018, which was a numerical drop from about 22,000 to about 15,400. (This was largely due to a decision by Micron Semiconductor Inc., - still a backbone of the Boise economy - to pivot from production manufacturing to R&D at its Boise campus in 2009.) Professional Services has grown from about 8,000 employees (or 5.8% of jobs) in 2002 to 10,625 (6.4% of jobs) in 2018. Boise and the region have similar industry compositions, with the City of Boise having greater concentration in Health Care and Public Administration, and comparatively less concentration in Retail and Construction & Resources.

**Exhibit 5. Employment by Industry, Boise & MSA, 2002-2018**



Source: US Census Bureau Longitudinal Employer-Household Dynamics, 2018

**Exhibit 6. Mean Wages by Industry, City of Boise, 2020**

Industry Name	Wages	10-Year CAGR
Manufacturing	\$117,600	4.0%
Financial Activities	\$78,400	5.2%
Information	\$70,900	4.1%
Professional and Business Services	\$63,600	4.5%
Government	\$62,600	2.3%
Natural Resources	\$56,400	2.1%
Construction	\$55,300	1.3%
Education and Health Care	\$54,000	2.4%
Trade, Utilities, and Trans. and Warehousing	\$52,400	3.8%
Other Services	\$37,400	4.1%
Leisure & Hospitality	\$21,400	3.4%
<b>All Jobs</b>	<b>\$59,300</b>	<b>3.4%</b>

Source: US Bureau of Labor Statistics Quarterly Census of Employment and Wages, 2020

Manufacturing had the highest average wages in 2020 among Boise’s industries, at \$117,600. Financial Activities and Information were the next highest paying industries, paying an average of \$78,400 and \$70,900 respectively.

Financial Activities experienced the highest 10-year annual wage growth rate at 5.2%, followed by Professional and Business Services (4.5%), Information and Other Services (both at 4.15), and Manufacturing (4%).

Across all jobs in Boise the average wage is \$59,300 and grew at 3.4% annually between 2010 and 2020.



# INDUSTRY CONCENTRATION

Location Quotient (LQ) is an indicator of how concentrated a particular industry is in a county as compared to the state. LQs measure the share of local employment in a given industry relative to the average employment share in that same industry in a larger geography. An LQ of 1 in a certain industry means that the county and the state are equally specialized in that industry. An LQ greater than 1 means that the county has a higher concentration in that industry than the state.

**Exhibit 7. Location Quotients (LQ), City of Boise, Southwest Idaho, and Idaho Statewide, 2018**

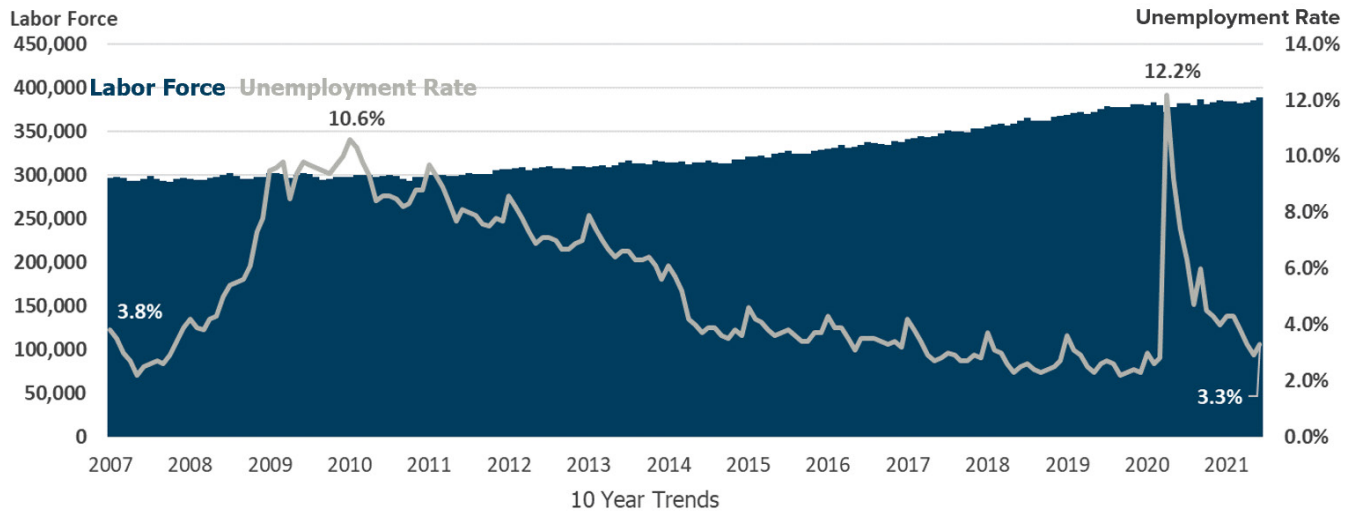
Sector	Boise			Southwest Idaho		
	Boise Employees	% of Total	Location Quotient vs SW Idaho	SW Idaho Employees	% of Total	Location Quotient vs USA
<b>Management of Companies</b>	<b>4,200</b>	<b>2.6%</b>	<b>1.5</b>	<b>5,100</b>	<b>1.7%</b>	<b>0.9</b>
<b>Public Administration</b>	<b>13,000</b>	<b>7.8%</b>	<b>1.3</b>	<b>18,900</b>	<b>6.1%</b>	<b>1.3</b>
<b>Utilities</b>	<b>900</b>	<b>0.5%</b>	<b>1.3</b>	<b>1,300</b>	<b>0.4%</b>	<b>0.7</b>
<b>Administration &amp; Support - Waste Mgmt.</b>	<b>15,900</b>	<b>9.6%</b>	<b>1.2</b>	<b>23,900</b>	<b>7.8%</b>	<b>1.3</b>
<b>Wholesale Trade</b>	<b>9,200</b>	<b>5.5%</b>	<b>1.2</b>	<b>14,700</b>	<b>4.8%</b>	<b>1.1</b>
<b>Information</b>	<b>3,000</b>	<b>1.8%</b>	<b>1.2</b>	<b>4,600</b>	<b>1.5%</b>	<b>0.7</b>
Health Care and Social Assistance	27,200	16.4%	1.1	44,500	14.5%	1.0
Professional Services	10,600	6.4%	1.1	17,700	5.8%	0.9
Finance and Insurance	7,900	4.7%	1.1	13,400	4.4%	1.0
Arts and Entertainment	2,700	1.6%	1.1	4,500	1.5%	0.9
Real Estate and Rental and Leasing	2,200	1.3%	1.1	3,900	1.3%	0.8
Manufacturing	15,400	9.3%	1.0	29,100	9.5%	1.0
Other Services	4,400	2.7%	1.0	8,200	2.7%	0.9
Retail Trade	17,300	10.5%	0.9	36,200	11.8%	1.1
Accommodation and Food Services	11,900	7.2%	0.9	24,700	8.1%	0.9
Transportation and Warehousing	4,400	2.6%	0.9	9,400	3.1%	0.8
Educational Services	8,500	5.1%	0.7	21,600	7.0%	0.8
<b>Construction</b>	<b>6,800</b>	<b>4.1%</b>	<b>0.6</b>	<b>21,800</b>	<b>7.1%</b>	<b>1.3</b>
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>100</b>	<b>0.1%</b>	<b>0.1</b>	<b>3,300</b>	<b>1.1%</b>	<b>1.4</b>
Mining	0	0.0%	0.3	200	0.1%	0.1

Source: US Census Bureau Longitudinal Employers-Household Dynamics, 2018; Community Attributes, 2021

# WORKFORCE

The Boise region's unemployment rate was 4.3% in January 2021, lower than the U.S. rate of 6.3% at that time. Since 2010, Boise has consistently experienced lower unemployment rates and experienced greater labor force growth compared to the U.S. Boise's regional labor force grew from 296,300 in January 2010 to 383,800 in January 2020 (2.6% compound annual growth rate). Unemployment in the Boise region had increased during the COVID-19 pandemic, from 2.6% to a high of 12.3% in spring 2020, but has since decreased to 4.3%, similar to 2019 levels.

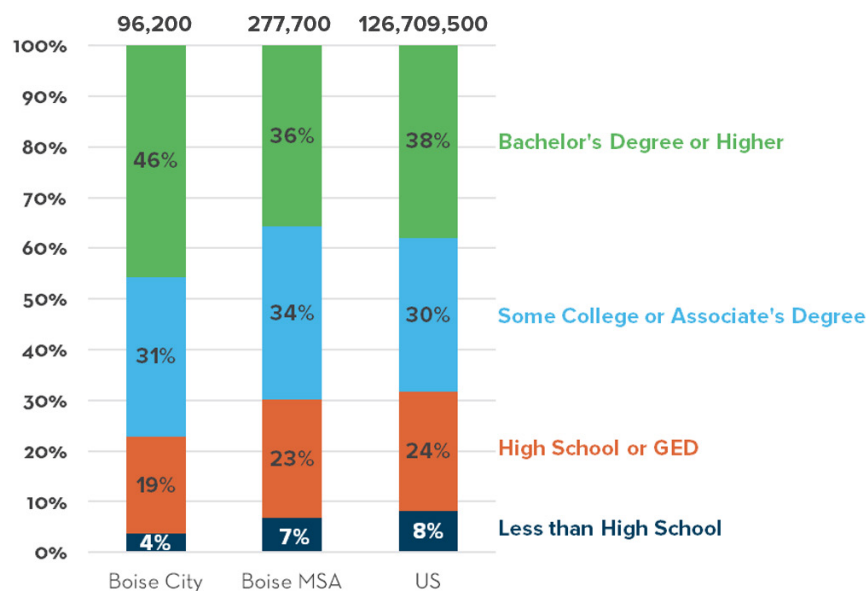
## Exhibit 8. Labor Force & Unemployment Rate, Boise MSA, 2010-2021



Source: US Bureau of Labor Services Local Area Unemployment Statistics, 2021

Boise residents have a higher level of education compared to the region and nationally. 46% of employed Boiseans aged 16 to 64 have a Bachelor's degree or higher - greater than both the Boise MSA and the nation. Boise State University graduated 4,513 students in 2019, the second most of any institution in the state. Boise state issued the most Masters and Higher degrees in Idaho at 907 in 2019.

## Exhibit 9. Educational Attainment (Workers), Boise, 2019

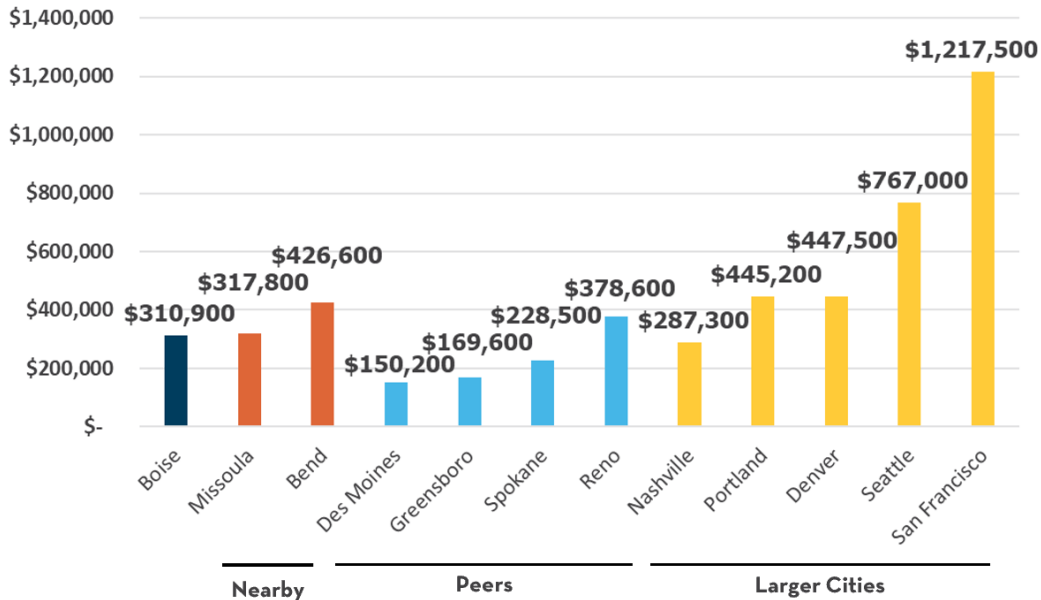


Source: US Census Bureau American Community Survey, 2019



# HOUSING

**Exhibit 10. Median Home Value, Boise and Comparison Cities, 2019**



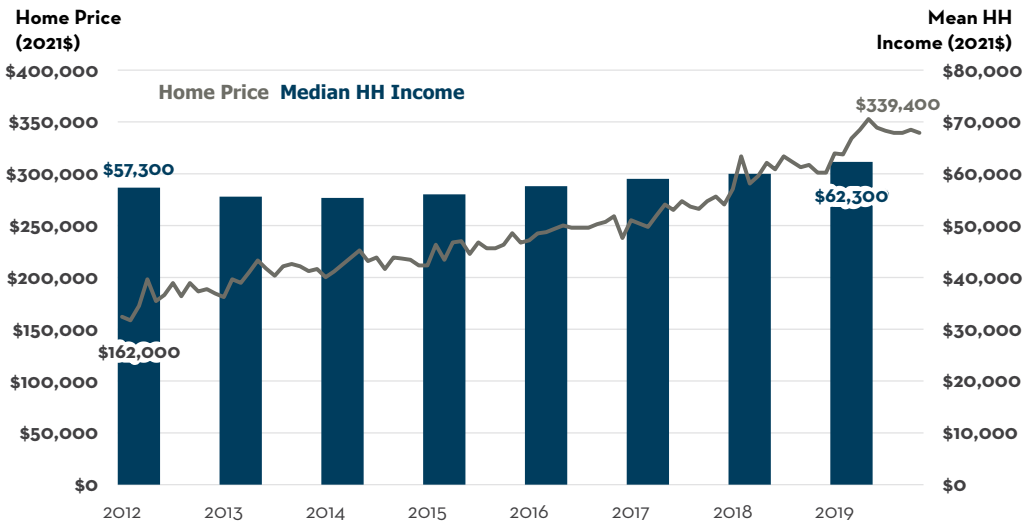
Source: US Census Bureau American Community Survey, 2019

Boise’s peer cities, which are cities of a similar size and with similar economic characteristics, generally have lower median home values than Boise. Of the four peers, only Reno had a higher median home value.

Boise’s home values were below all larger comparison cities, except for Nashville (\$287,300).

Seattle and San Francisco have much higher median home values compared to Boise’s nearby and peer cities, as well as other larger cities.

**Exhibit 11. Median Home Price and Mean Household Income, Ada County, 2012-2019**



Source: Redfin, 2021; Quarterly Census of Employment and Wages, 2020

Note: The median home price has increased to \$420,000 as of January 2021. This is not reflected in Exhibit 11 as household income data has only been released through 2019.

In real terms, Boise’s median household income grew by \$5,000 or 9% from 2012 to 2019.

Boise’s median home price rose by \$177,000 in real terms, or 110% from February 2012 to December 2019.

The ratio of median home price to household income has been increasing. The ratio of February 2012 median home price to 2012 median household income was 3.3, and the same ratio for December 2019 home price and 2019 income was 6.3.

# Stakeholder Engagement

# OVERVIEW

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This section summarizes the public and stakeholder engagement conducted by Community Attributes Inc. during the first half of 2021 in support of the City of Boise's Economic Development Strategic Plan. This engagement included a round of stakeholder focus groups as well as a targeted business survey.

CAI conducted 13 **focus groups** with **more than 100 participants** across Boise's private, public, and non-profit sectors. Discussion questions covered the City's economic development landscape, opportunities, and threats, and stakeholders were grouped according to the following topics or areas of expertise:

- Creative arts
- Infrastructure and the built environment
- Small business and entrepreneurship
- Downtown
- Tourism, retail, hospitality, and events
- Technology
- Education and workforce development
- Manufacturing and industry
- Local food
- Climate
- Mobility
- Large employers
- Health, safety, and vulnerable populations

CAI subsequently developed a **business survey** using feedback from the focus groups, which was launched in June 2021. City of Boise staff managed survey distribution. **More than 60 local businesses** completed the business survey over a three-week period. Questions were asked in a variety of formats, including multiple choice, open-ended response, and ranked choices. Survey questions included the following subjects:

- Business information
- COVID-19 economic impacts
- Strategic priorities
- Diversity, equity, and inclusion
- A Boise brand
- Regional collaboration
- Focused industry cluster growth
- Workforce development
- Infrastructure
- Climate and sustainability
- Growth and development

The following pages outline the overall **findings and implications** synthesized from this extensive engagement, then present a detailed look at the results of the **focus groups and business surveys** organized by key themes.

# STRATEGIC THEMES

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Strategic themes emerged from both the focus groups and the business survey. One unifying theme that emerged is the importance of preserving Boise's high quality of life as the city grows. Additional strategic themes that emerged over the course of this engagement include:

- **Boise's mission, identity and regional leadership role.** Communicate Boise's mission to be a City for Everyone regionally and nationally to strengthen this identity and support economic development efforts.
- **Quality of life.** Boiseans enjoy a high quality of life with access to community and outdoor assets in the region. This lifestyle is a reputational asset, but escalating home prices, increased congestion and other growth impacts are concerns for the community at large.
- **Creative arts and culture.** The city has strong cornerstones in the arts, strong leadership, and community support, as the creative arts are part of the community fabric and have an intrinsic connection to Boise's character. This sector is critical to local culture and quality of life, which attracts top talent to Boise and provides educational opportunities to all Boiseans.
- **Diversity, equity, and inclusion.** Addressing systemic economic inequities is critical for quality of life and talent attraction. Prioritizing equitable access to resources and economic opportunities is key to ensuring long-term economic success and community resilience.
- **Health, safety, and vulnerable populations.** The pandemic has exacerbated challenges of economic fragility, financial security, and job security for vulnerable populations.
- **Education, workforce development and talent.** Boise employers face multi-faceted challenges to maintain and grow their workforce, driven by a number of factors including housing costs, childcare needs, wage issues, and competition for talent, and face difficult decisions about how and whether to stay and grow in Boise.
- **Housing supply and affordability.** Consistent with national trends in similar markets, Boise has faced significant housing cost increases. Businesses need housing that aligns with wages, and residents need wage growth to keep up with housing prices.
- **Transportation.** As the region grows, regional transit limitations and increasing congestion make it difficult for residents to access jobs, particularly in downtown Boise.
- **Planning and infrastructure.** Growing strategically and ensuring infrastructure capacity can limit the negative impacts of growth. Concerns about development regulations and infrastructure rank high for developers.
- **Industries and employment.** Several economic clusters have strong local representation and offer growth opportunities, including in technology and advanced manufacturing.
- **Climate and the green economy.** Fostering growth in local businesses that are seeking solutions to climate change and pioneering sustainable products presents an opportunity for Boise to lead with values and grow the local economy in the process.
- **Business climate and entrepreneurship.** Supporting entrepreneurship is foundational for Boise's economy, and aligning policies and resources to encourage entrepreneurship is critical.
- **Downtown Boise.** Downtown is Boise's economic anchor, and it offers an opportunity to meet a diverse range of needs across business, housing, entertainment, hospitality and other facets of Boise's economy.
- **Tourism, hospitality, and events.** Boise's access to the outdoor, abundance of cultural opportunities, and vibrant city center attract visitors year-round and offer a source for continued growth.

# FINDINGS & IMPLICATIONS

Focus group participants and survey respondents provided a broad range of input and viewpoints on the most pressing issues facing Boise. These findings illustrate key themes on which stakeholders strongly agreed or where opinions diverged.

## Exhibit 13. What are high priority challenges that require a regional approach to solve?



The word cloud above ranks and sizes individual words based upon their number of mentions in the Business Surveys. Source: Community Attributes Inc., 2021

Focus groups viewed diversity, equity, and inclusion issues as an area of concern. This includes the impact on the diversity and health of the business ecosystem, having a diverse and welcoming population, and improving business and economic outcomes. 80% of survey respondents believe Boise is welcoming to racial and ethnic diversity. Survey responses also indicate a high presence of DEI policies in place at their companies, but focus group interviews indicate a sense that efforts like these are not materializing in tangible improvements in workforce diversity. Respondents were mixed on the impacts of perceptions of diversity on hiring talent.

All participants indicate a favorable business climate and strong bedrock of public, private, and educational institution support for innovation and entrepreneurial activities. Furthermore, participants generally agreed upon the biggest threats to sustaining economic growth in Boise. Public transportation, traffic, and congestion and access to affordable housing were identified as both the two biggest threats to growth and prosperity and most important growth and development considerations for the area.

# FOCUS GROUPS & BUSINESS SURVEYS

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This section details the results of both the stakeholder focus groups and the business surveys, organized by thematic area. These key themes emerged organically in both the focus group interviews and business survey responses. They included:

- **Boise’s Mission, Identity and Regional Leadership Role**
- **Quality of Life**
- **Creative Arts and Culture**
- **Diversity, Equity, and Inclusion**
- **Health, Safety, and Vulnerable Populations**
- **Education, Workforce Development and Talent**
- **Housing Supply and Affordability**
- **Transportation**
- **Planning and Infrastructure**
- **Industries and Employment**
- **Climate and The Green Economy**
- **Business Climate and Entrepreneurship**
- **Downtown Boise**
- **Tourism, Hospitality, and Events**

Opportunities for the City outlined by participants are highlighted below, along with survey and interview data.

## Boise Brand & Identity



**Focus  
Groups**

Boise’s brand is both an asset and an uncapitalized opportunity for the City. Some focus group participants believe the City’s brand is too vague. Some called for a more strategic vision from the City on what industries or sectors to pursue and how to support that growth.



**Business  
Surveys**

71% of survey respondents consider the public perception of Boise to be a “positive” or “great” asset; one-third believe public perception could be strengthened. Respondents were divided over whether the City should pursue a formal branding process: 29% support, 25% do not support, and 43% were unsure.

## Diversity, Equity, Inclusion (DEI)



Participants tied a lack of progress on DEI issues (resident and business demographics, opportunities, and development) to negative public perception of Boise, the region, and Idaho. Concerns included lack of DEI efforts in schools and curriculum translating to low levels of diversity in the workforce, stereotypes, and Idaho “being in the news for the wrong reasons.”



62% of survey respondents gave the City a 3 or 4 ranking (out of a high of 5) in how racially and ethnically welcoming it is. 58% of respondents’ companies have DEI hiring policies in place. 53% cited no difficulty in hiring based on worker perceptions of diversity in Boise, while 26% indicated their company has had difficulty.



Pride banners in Downtown Boise. *Source: City of Boise Twitter, 2018*

## Regional Collaboration & Boise Leadership



Across all topics, focus groups highlight the growing regional aspect of Boise’s challenges, including transportation, housing, workforce and economic development. Participants voiced many areas of opportunity for City of Boise leadership on issues including investment and innovation in the tech sector, smart / sustainable growth, convening resources and stakeholders across jurisdictions, and pursuing policies and actions on issues like childcare, housing, and homelessness that contribute to economic inequality.

# Industry & Business Growth



Support for new, growing, and existing businesses and the business climate are viewed favorably among focus groups. In particular, participants noted the collegiality among industry, education, and government leaders, a favorable tax system and business climate, and innovation and investment in entrepreneurial and small business services and resources. Focus groups noted health care, construction, manufacturing, IT and tech, engineering, and data science as industries that cannot hire enough workers.

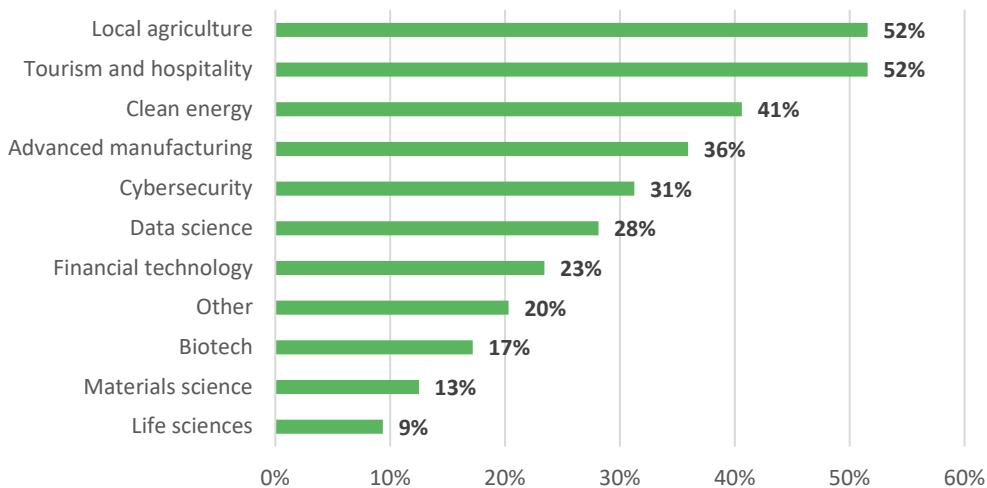


*Leadership in the tech sector in Boise is very approachable. Private sector leaders as well as non-profits, government leaders [are] accessible. The strength of the relationship with Boise State University is unique.*



73% of survey respondents rated the local business climate as either very or somewhat business friendly. **Exhibit 14** shows the responses for clusters with the highest opportunity for growth in Boise; half of respondents cited local food and agriculture and tourism, recreation, and hospitality, and more than 30% cited clean energy, cybersecurity, or advanced manufacturing.

**Exhibit 14. Which industry clusters have the highest opportunity for growth in Boise?**



Source: Community Attributes Inc, 2021



# Climate & Sustainability



Climate and energy focus group participants indicate a strong demand for clean energy from residents and businesses. Industry experts believe Boise is well positioned to expand its clean energy sector and highlighted ongoing efforts from regional educational institutions to invest and innovate in this space. Furthermore, they note the important roles that transportation, housing, business and economic development, and open spaces play within climate policy. Participants also expressed concern about impacts from the City’s climate actions on business and operating costs.

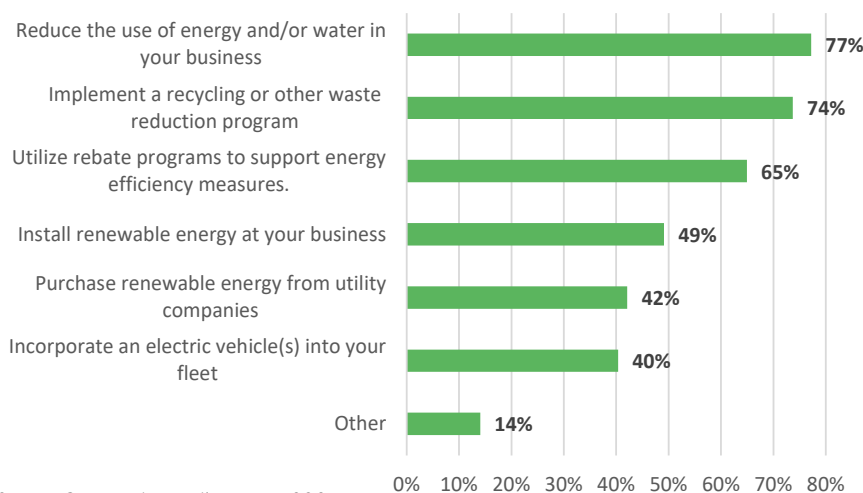
When asked what the City can do to lead towards clean economic development, focus groups replied with the following:

- **Offer a package of sequestration opportunities to businesses to offset or reduce the impact of costs.**
- **Collect data on geographic and industry emissions to better target solutions.**
- **Create a holistic process to achieve climate goals, incorporating local industries, educational institutions, and businesses.**
- **Provide leadership and facilitate collaboration between sectors and jurisdictions.**



A majority of Boise businesses believe that the city’s climate actions will have a positive impact on their businesses. Waste reduction and efficiency programs ranked highly as actions that businesses would consider taking to support the city’s Climate Action goals.

## Exhibit 15. What action(s) would your business consider taking to support the City’s Climate Action goals or for the benefit of your business or employees?



Source: Community Attributes Inc, 2021

# Boise Growth & Development



Focus groups expressed both potential and actualized negative impacts of growth on Boise. The most frequently mentioned of these is the threat to the quality of life of the area, followed by keeping quality infrastructure investment pace with growth, concerns about exacerbating economic and social inequality, and facilitating smart and strategic growth in areas that can support it.

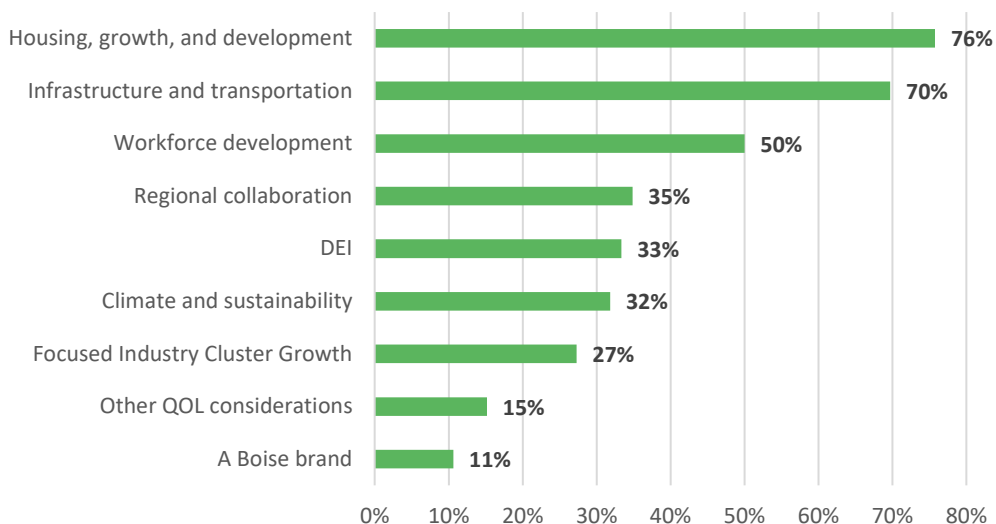


Over the next five years, respondents consider housing, growth, and development (76%), infrastructure and transportation (70%), and workforce development (50%) to be the most important economic development considerations for the City (**Exhibit 16**). Other responses listed by respondents include farmland, greenbelt, and trails access and preservation.

Furthermore, respondents consider the following to be the biggest challenges or threats to growth:

- **Traffic, congestion, or transportation infrastructure (76%)**
- **Shortage of housing or affordable housing (71%)**
- **Preservation or rural areas or open spaces (30%)**
- **Local schools or education opportunities (27%)**

**Exhibit 16. What are the most important strategic considerations from an economic development perspective for the City of Boise in the next five years?**



Source: Community Attributes Inc, 2021

# COVID-19 Impacts

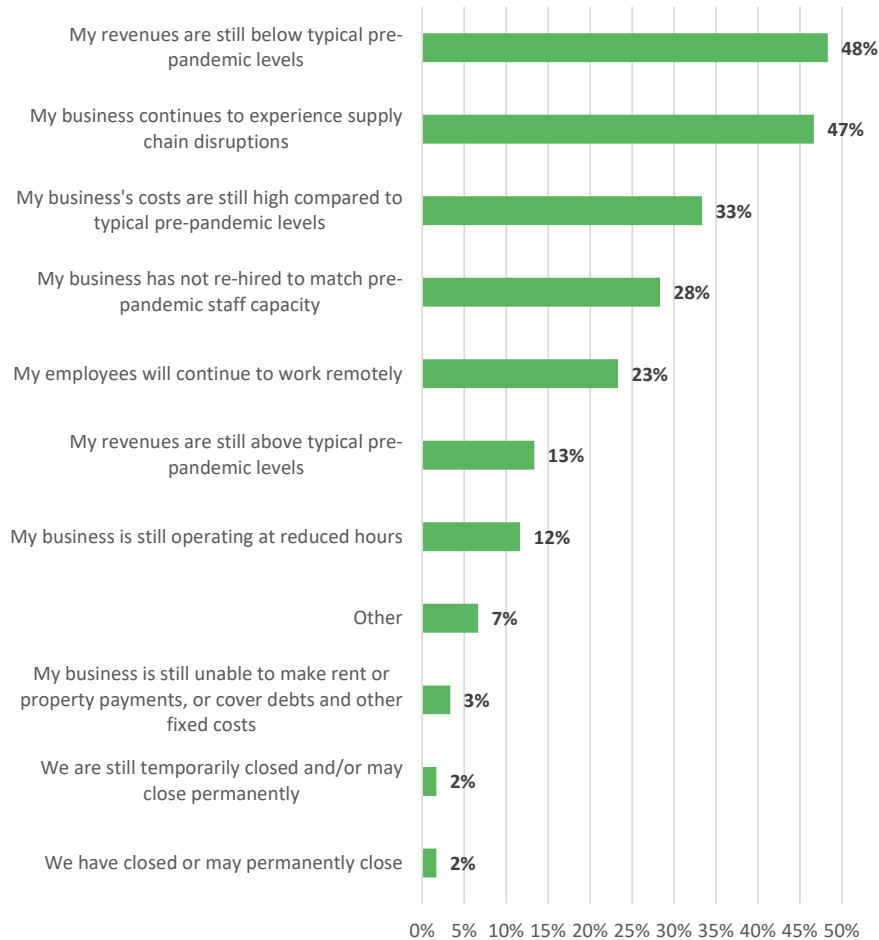


Focus groups highlighted the City’s increased regional and inter-jurisdictional collaboration as a result of the pandemic that may help to alleviate some social and economic inequality and instability in the long term. Other lasting impacts stakeholders noted include commuting and real estate patterns on the downtown and office spaces, struggles to retain employees in key sectors like health care, and housing affordability and supply.



56% of survey respondents indicate the pandemic negatively impacted their business (compared to 17% positive impact, and 24% neutral or no impact). 78% of businesses have a slightly positive or positive outlook for the rest of 2021 and 2022; however, the majority of businesses indicate continued impacts to date (**Exhibit 17**). Nearly half of businesses’ revenues remain below pre-pandemic levels and supply chains are still disrupted. One-third of businesses retain higher costs than pre-pandemic and 28% have not restaffed to pre-pandemic levels.

**Exhibit 17. Which of the following continue to affect your business in 2021?**



Source: Community Attributes Inc, 2021

# Focus Areas, Strategies & Actions

# INTRODUCTION

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The strategic themes that emerged over the course of this planning effort were synthesized to provide a framework for drafting this Economic Development Strategic Plan which is intended to guide and coordinate the actions of partners and stakeholders in building a strong, diverse, and sustainable economic future for the City of Boise.

The resulting content has been organized by **focus area**. Focus areas are broad themes that serve to frame the detailed strategies and actions at the heart of this Plan. Individual **strategies**, in turn, represent a coherent “approach” to achieving a particular goal or objective. **Actions** consist of tactical, place-based, and specific interventions, recommendations, or guidance.

The strategies and actions in this Economic Development Strategic Plan correspond to four focus areas:

**Focus Area 1: Regional Leadership.** Lead and collaborate with regional partners to address economic development challenges.

**Focus Area 2: Quality of Life.** Sustain and promote a high quality of life in Boise.

**Focus Area 3: Strategic Economic Growth.** Nurture entrepreneurship, support existing businesses, and attract new businesses within strategic industry clusters that extend Boise’s economy.

**Focus Area 4: Workforce Development & Talent.** Align workforce development systems to create, sustain, and retain talent for Boise-based businesses.

The following sections present a summary overview of the **Focus Areas & Strategies At-A-Glance**, as well as the **Detailed Strategies and Actions** at the heart of this Plan.

# FOCUS AREAS AND STRATEGIES AT-A-GLANCE

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**Focus Area 1: Regional Leadership.** Lead and collaborate with regional partners to address economic development challenges.

- Strategy 1.1** Show leadership and support regional partners on housing, transportation, and infrastructure priorities.
- Strategy 1.2** Promote local policies and devote capacity to meet demand for housing as Treasure Valley's Central City.
- Strategy 1.3** Ensure that infrastructure is built and operated to keep pace with regional growth and maintain Boise's role as Treasure Valley's Central City.

**Focus Area 2: Quality of Life.** Sustain and promote a high quality of life in Boise.

- Strategy 2.1** Foster and strengthen diversity, equity and inclusion initiatives and communicate that Boise is welcoming to all.
- Strategy 2.2** Invest in quality-of-life assets to preserve and enhance Boise's reputation.
- Strategy 2.3** Promote a consistent identity across City communications that reflects Boise's cultural values and a focus on economic opportunity for everyone.

**Focus Area 3: Strategic Economic Growth.** Nurture entrepreneurship, support existing businesses, and attract new businesses within strategic industry clusters that extend Boise's economy.

- Strategy 3.1** Partner with the private sector to achieve mutual objectives.
- Strategy 3.2** Serve all industry sectors with strategies to drive diverse growth, encourage entrepreneurship and nurture local talent.
- Strategy 3.3** Leverage climate goals to grow Boise's Clean Energy and Green Economy sectors and improve career pathways in climate-focused industries.
- Strategy 3.4** Connect Technology and Advanced Manufacturing sector businesses and entrepreneurs to local, state, and federal support networks and identify resources for location and expansion.
- Strategy 3.5** Support Boise's Creative Economy and Cultural Arts sectors and elevate them as economic development drivers.
- Strategy 3.6** Assist Boise's Local Food and Agriculture sectors and strengthen synergies with climate change and tech sector initiatives.
- Strategy 3.7** Work to facilitate the development of key assets in support of Boise's Tourism and Hospitality sector.
- Strategy 3.8** Encourage further visibility, growth, and integration of the Health Care & Life Sciences sectors in Boise.

**Focus Area 4: Workforce Development & Talent.** Align workforce development systems to create, sustain, and retain talent for Boise-based businesses.

- Strategy 4.1** Work with workforce partners to identify, prioritize and scale existing education, training and apprenticeship programs with the City’s resources targeted for maximum impact.
- Strategy 4.2** Strengthen the connections between the region’s workforce development ecosystem and private sector employers.
- Strategy 4.3** Expand participation of underrepresented groups in skills training and workforce development or education programs.
- Strategy 4.4** Work with educational institutions and allied organizations to support programs and initiatives that foster workforce development and improve opportunities for local employment among students and younger workers.
- Strategy 4.5** Address systems supportive of workforce retention, including childcare, education, transportation, and housing needs.
- Strategy 4.6** Provide support to fill specific workforce gaps that affect key sectors.

# Focus Area 1

## Lead and collaborate with regional partners to address economic development challenges.

Strategy 1.1: Show leadership and support regional partners on housing, transportation, and infrastructure priorities.

**1.1.1** Participate proactively in regional planning processes led by COMPASS, BVEP, the Treasure Valley Partnership, Valley Regional Transit and other key conveners.

**1.1.2** Convene, support, and maintain regional partnerships dedicated to core economic development priorities including business attraction and retention, legislative advocacy, and regional competitiveness for investment.

**1.1.3** Build and further relationships and partnerships to address housing needs in Boise and support Boise's "A Home for Everyone" initiative.

**1.1.4** Lead a regional conversation on Treasure Valley's broad housing needs, across all price segments, and spearhead a messaging effort to promote meeting unit goals for housing and promote affordable housing development.

**1.1.5** Support the work of our transit partners by advocating for increased investment to upgrade our regional transit options, including offering enhanced mobility offerings to reduce single occupancy vehicle trips and increased ridership.

**1.1.6** Foster a dialogue between regional organizations and entities and utility providers to help utilities understand vectors of growth and anticipate locations that will need utility extension in advance of new construction.

**1.1.7** Convene a regional infrastructure roundtable focused on industrial-zoned land, particularly in the area south of the airport, that gives local agencies, stakeholders, and infrastructure providers dedicated time to discuss priorities, deploy resources appropriately, and coordinate toward the pursuit of grant funding.



## Strategy 1.2 Promote local policies and devote capacity to meet demand for housing as Treasure Valley's Central City.

**1.2.1** Provide leadership in relationship-building with key stakeholders, including landowners and developers, to support economic development goals related to housing.

**1.2.2** Support the implementation of supply-side solutions and increase of allowable densities across all housing types - for example, via code updates or new ordinances.

**1.2.3** Evaluate existing City-owned land for utilization via RFP or other public-private partnership to spur housing development and meet identified housing needs.

**1.2.4** Provide expedited permitting for projects that meet qualified project criteria related to the City's housing goals.

**1.2.5** Encourage policies that unlock opportunities to provide housing options in downtown and other job centers that allow more people to live near their place of work.

**1.2.6** Provide targeted outreach and engagement to owners of large single-use surface parking lots to encourage redevelopment with uses that fit Boise's vision for downtown.

**1.2.7** Partner with key stakeholders, such as Idaho Power and CCDC, on developing pilot projects that demonstrate high-efficiency, clean energy solutions to housing and downtown mobility (**cross-listed from Recovery Strategy**).

## Strategy 1.3 Ensure that infrastructure is built and operated to keep pace with regional growth and maintain Boise's role as Treasure Valley's Central City.

**1.3.1** Present a cohesive strategic vision for alignment between growth and infrastructure investment, including for mobility, broadband, and public services such as police and fire.

**1.3.2** Maintain a central point of contact at the City for interactions with ACHD and other infrastructure partners relevant to Boise's network of streets, or for communications with community members about complex inter-jurisdictional issues.

**1.3.3** Collaborate with utilities and other partners to increase the availability of renewable energy resources throughout Boise and the region to support customer and corporate interest in renewable energy procurement.

**1.3.4** Identify and evaluate investments in transit and transit-related infrastructure that the City of Boise could pursue to show regional leadership on transportation projects that offer economical travel options and that decrease VMT and are aligned with the City's Climate Roadmap.

**1.3.5** Work with COMPASS and other partners to lobby for State of Idaho and federal funding for improved infrastructure, or for changes to eligibility requirements in infrastructure programs.

**1.3.6** Collect and analyze data related to access to technology to identify disparities and develop strategies to improve access in under-served areas.

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## Focus Area 2

### Sustain and promote a high quality of life in Boise.

Strategy 2.1: Foster and strengthen diversity, equity and inclusion initiatives and communicate that Boise is welcoming to all.

**2.1.1** Broadly communicate Boise's core values as a City for Everyone, using local, regional, and national partners to publicize the message - including via ad-hoc opportunities such as major special events.

**2.1.2** Engage the private sector, and provide support where possible, to vocalize corporate values and corporate stewardship in alignment with the City of Boise on issues of diversity, equity and inclusion.

**2.1.3** Amplify and echo private sector calls for diversity, equity and inclusion in Boise.

**2.1.4** Identify opportunities to expand support for and engage with businesses owned and operated by underrepresented communities.

## Strategy 2.2: Invest in quality-of-life assets to preserve and enhance Boise's reputation.

**2.2.1** Assess current recreational facility usage relative to capacity and collaborate with appropriate City departments to expand, amenitize, improve accessibility of trail systems that are near or over capacity.

**2.2.2** Support and invest in creative arts as fundamental to community development and as an economic development asset **(see sector strategies in Goal 3)**.

**2.2.3** Elevate and prioritize the goals and actions in the Transportation Action Plan that make Boise safer, more accessible, and enjoyable for all.

**2.2.4** Identify and prioritize projects that upgrade and make consistent pedestrian infrastructure at intersections in the downtown area, with a focus on implementing ADA and FHWA best practices for accessibility.

**2.2.5** Leverage City-owned assets, such as 8th Street, and interventions where possible and appropriate (including festival blocks and alleyways, and programming such as markets and special events) to enhance and enliven the pedestrian environment and maintain a dynamic downtown Boise.

**2.2.6** Conduct a demographically-controlled survey to identify experiential disparities amongst different demographic user-groups of downtown, and invest in amenities and infrastructure to ensure broad access and enjoyment for people of all ages and abilities.

## Strategy 2.3: Promote a consistent identity across City communications that reflects Boise's cultural values and a focus on economic opportunity for everyone.

- 2.3.1** Create an internal working group to support the development of an economic opportunity communication plan across a range of media and platforms.
- 2.3.2** Update long-term City plans to ensure that they consistently reflect the City's brand.
- 2.3.3** Work with core economic development partners, such as the Capital City Development Corporation, to ensure consistency and alignment with the City of Boise's messaging across plans and projects.
- 2.3.4** Partner with the Department of Arts and History to improve wayfinding signage where appropriate and feasible to highlight cultural, recreational, or other areas of significance to strengthen community identity.
- 2.3.5** Invest in partners who amplify Boise's mission, vision and values to external audiences.

## Focus Area 3

# Nurture entrepreneurship, support existing businesses, and attract new businesses within strategic industry clusters that extend Boise's economy.

Strategy 3.1: Partner with the private sector to achieve mutual objectives.

**3.1.1** Establish an executive leadership council composed of public and private sector leaders to foster relationships among key decision-makers and enhance collaboration around key regional challenges.

**3.1.2** Convene private sector and institutional (including higher education and career/technical education) leadership to develop initiatives that serve talent attraction and retention.

**3.1.3** Work with private sector partners to co-invest in places that serve city strategic goals (for example, open space, accessibility, downtown vibrancy, and affordability).

**3.1.4** Augment existing business attraction efforts with a program that leverages the resources of - and encourages input and engagement from - local entrepreneurs.

## Strategy 3.2: Serve all industry sectors with strategies to drive diverse growth, encourage entrepreneurship and nurture local talent.

**3.2.1** Focus on and invest in specific, well-defined industry clusters as targets for business recruitment, retention, and expansion, and align long-range planning efforts, including land use and zoning, with the needs of these clusters. A preliminary selection of industry clusters is included in this Strategic Plan.

**3.2.2** Regularly track wage information and use it to inform the City's strategy for targeted business attraction, retention, and expansion efforts.

**3.2.3** Implement a scorecard system (or similar prioritization criteria) to track specific priorities for business attraction to grow a sustainable, resilient economy.

**3.2.4** Identify and track metrics around new business starts and entrepreneurial dynamism in Boise, and potentially collaborate with private sector partners to deploy and redeploy, on a regular basis, a survey to track metrics specifically related to the City of Boise's entrepreneurial ecosystem over time.

**3.2.5** Provide technical support to Trailhead to develop a strategic plan for growth and expansion.

**3.2.6** Design a small business program to provide resources for small, locally-owned businesses and entrepreneurs and improve opportunities for engagement.

**3.2.7** Support existing programs and campaigns that highlight local business and products unique to Boise.

**3.2.8** Work with Boise Entrepreneur Week to highlight Boise startup brands and entrepreneurs, either as part of an existing pitch competition or otherwise.

**3.2.9** Ensure that Boise's leadership remains accessible to private sector leaders by developing an intentional engagement plan.

**3.2.10** Create a formal vehicle to advance partnerships between Boise manufacturing, health care, and entrepreneurial industry leaders and educational institutions to encourage innovation and start-up activity in biosciences.



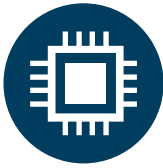
## Strategy 3.3: Leverage climate goals to grow Boise's **Clean Energy** and **Green Economy** sectors and improve career pathways in climate-focused industries.



Boise recently adopted a Climate Action Roadmap to achieve carbon neutrality by 2050 and is undertaking an assessment of the City's green economy and a local inventory of entrepreneurial assets. Environmental stewardship, a clean energy economy, and connection to local food are all included in strategic planning documents (Blueprint Boise) and City goals (Mayor McLean's strategic priorities).

- 3.3.1** Map Boise's green economy to identify comparative strengths and weaknesses and identify strategies to fill gaps.
- 3.3.2** Collaborate with Boise's private sector companies to align corporate actions with Citywide goals around climate and energy.
- 3.3.3** Identify and implement opportunities to use City property, including parks and greenbelts, strategically toward carbon sequestration and collaborate with businesses to support sequestration projects.
- 3.3.4** Plan for business attraction or recruitment based on the City's position on climate and better define how to align the City's carbon-neutral goals with business attraction efforts.

## Strategy 3.4: Connect **Technology and Advanced Manufacturing** sector businesses and entrepreneurs to local, state, and federal support networks and identify resources for location and expansion.



Cybersecurity, financial technology, data science, materials science and advanced manufacturing were all identified as sectors where Boise has competitive advantages and a strong base of employment. Manufacturing leads all industries in average wages paid; financial activities and information and professional and business services are within the five leading industries. Sectors of these industries are also some of the biggest exports outside of the region.

**3.4.1** Create a centralized, visible channel to market the successes of Boise-based companies in the identified technology and advanced manufacturing subsectors.

**3.4.2** Leverage state and federal relationships to bring Creating Helpful Incentives to Produce Semiconductors (CHIPS) for America Act and related funding to Idaho.

**3.4.3** Engage partner organizations to pursue policies, investment, and partnerships that attract technology companies.

**3.4.4** Identify appropriate opportunities for the City of Boise to facilitate communication between entrepreneurs and capital partners and collaborate with Trailhead and other organizations to track venture capital investment.

**3.4.5** Pursue partnerships with state assets, like the Idaho National Laboratory Collaborative Computing Center to expand local students' access to resources.

**3.4.6** Create formal networking groups by issue area through existing economic development and entrepreneurial assets like Trailhead.

**3.4.7** Market available industrial sites within the City of Boise and direct growth strategically to create a thriving industrial campus near the Boise airport.

**3.4.8** Support the development of a state manufacturing database by sector to allow companies to identify nearby suppliers and smooth supply chain disruptions.

**3.4.9** Undertake a detailed study of the City of Boise's industrial land inventory, including development constraints and infrastructure availability at the parcel level, for all commercial- and industrial-zoned land (and especially in known or potential industrial hubs like the S. Airport area).

**3.4.10** Evaluate the development of a site selection tool or certified sites program to market available and/or shovel-ready industrial sites in Boise.

## Strategy 3.5: Support Boise's **Creative Economy** and **Cultural Arts** sectors and elevate them as economic development drivers.



The cultural sector contributes millions of dollars annually to Idaho's economy. The Boise area has an array of cultural assets and employment in the Arts, Entertainment and Recreation industry grew at a faster rate than any other industry in Boise from 2002 to 2018. Arts and culture is critical to a strong, inclusive economy and a guiding principle in the Blueprint Boise Comprehensive Plan, signifying its importance as a source of community pride and identity.

- 3.5.1** Connect the City of Boise Department of Arts and History with BVEP and other economic development organizations to ensure that regional entities are promoting the City's valuable cultural assets as economic drivers.
- 3.5.2** Identify opportunities to leverage public investments in the arts with funding from external sources, including private foundations, that increase the capacity of the community to support the cultural sector of the local economy.
- 3.5.3** Collaborate with non-profit partners to explore sources of philanthropic funding that could support creative housing options such as live-work spaces for cultural workers.
- 3.5.4** Evaluate the feasibility of using a portion of hotel/motel tax receipts to support arts venues and programs in Boise.
- 3.5.5** Work with the Boise Arts and History Foundation to solicit donations from private sector philanthropies.
- 3.5.6** Identify strategies to retain cultural sector workers in Boise.
- 3.5.7** Support implementation of goals identified in the City's Cultural Master Plan.
- 3.5.8** Monitor Boise's Creative Vitality Index (or similar) to ensure progress toward implementation of this strategy.

## Strategy 3.6: Assist Boise's **Local Food and Agriculture** sectors and strengthen synergies with climate change and tech sector initiatives.



Boise and the region have a rich history in agriculture, and companies such as Simplot, one of the largest companies in the area, maintain business lines across the agriculture sector. At the same time, Boise has a thriving locally-owned restaurant community and a plethora of organizations dedicated to sustainable agriculture and local food.

**3.6.1** Provide food producers and organizations participating in Boise's local food ecosystem technical assistance, such as feasibility planning, to grow their operations.

**3.6.2** Foster connections between agriculture and the tech and startup communities to spur innovation.

**3.6.3** Review grant processes to ensure clarity and accessibility of grant funding for small organizations.

**3.6.4** Identify opportunities to expand and/or extend post-pandemic support, or otherwise develop a suite of incentives and business support programs, for restaurants and other businesses in the food, tourism and hospitality sectors that were hardest hit by limited travel and business closures during the pandemic.

**3.6.5** Leverage public lands to help meet the City's climate-related goals by evaluating how these lands, as well as public parks, CSAs, urban farms, and other undeveloped areas could best aid carbon sequestration.

## Strategy 3.7: Work to facilitate the development of key assets in support of Boise's **Tourism and Hospitality** sector.



The Boise area's access to outdoor activities and amenities is one of the City's greatest assets, termed the Boise lifestyle. The tourism and hospitality industry is the physical representation of both the Boise lifestyle and innovation, growth, and development across the City, its industries, and all sectors. The retail trade and accommodation and food services sectors are two of the top employers in the City and are both growing modestly. Furthermore, leisure and hospitality wages, while modest compared to other industries, are growing at a faster rate than the economy as a whole.

**3.7.1** Assess the durability of pandemic-related impacts on who is visiting Boise and why; work to understand emerging visitor trends and strategize to proactively meet emerging needs.

**3.7.2** Recruit a larger, convention-style hotel that would expand the types of events that Boise could attract.

**3.7.3** Evaluate the demand for, feasibility of and potential ROI on development of facilities that could expand the types of events that Boise could attract.

## Strategy 3.8: Encourage further visibility, growth, and integration of the **Healthcare & Life Sciences** sectors in Boise.



The health sector is the largest source of employment in the region and employment has grown since 2002. Health services, combined with education, provides about average wages to employees compared to all wages, and wages are growing. Furthermore, health care and other health-related sectors are currently clustered in southwest Idaho compared to Idaho as a whole.

**3.8.1** Map the availability of education, training and R&D activities across fields like science, technology, biology, and engineering statewide to illustrate career pathways within the life sciences sector.

**3.8.2** Consider creating a life sciences channel or program within Boise Entrepreneurship Week or Trailhead.

**3.8.3** Convene educational institutions and business leaders on a regular basis to strengthen the workforce pipeline for the life sciences and healthcare sectors, including through strategic partnerships with hospitals or education institutions both inside and outside of the region.

## Focus Area 4

### Align workforce development systems to produce talent for industry sectors.

Strategy 4.1: Work with workforce partners to identify, prioritize and scale existing education, training and apprenticeship programs with the City's resources targeted for maximum impact.

**4.1.1** Use City resources as a platform (online, in-person) for workforce partners seeking increased reach and visibility, assistance, and/or funding support. **(cross-listed and adapted from Recovery Strategy)**

**4.1.2** Facilitate a formalized collaboration with BVEP and the Boise Metro Chamber to produce detailed, industry-specific workforce needs profiles to directly inform and shape the efforts of local workforce training partners and programs.

**4.1.3** Partner with the Idaho Workforce Development Council to increase access to, expand funding for, and integrate the application process of the \$3,000 Workforce Development Training Fund grant for employers training or retaining employees.

**4.1.4** Engage Boise State University and the College of Innovation and Design to identify opportunities for in-kind City support for their range of workforce and entrepreneurial development and innovation programs and resources.

**4.1.5** Amplify and/or direct support for community partners' entrepreneurship initiatives (e.g. events such as Boise Entrepreneurship Week, programs convened by Trailhead, BSU Venture College initiatives, etc.), and actively seek new opportunities to advance entrepreneurship and creative economy employment. **(cross-listed and adapted from Recovery Strategy)**



## Strategy 4.2: Strengthen the connections between the region's workforce development ecosystem and private sector employers.

**4.2.1** Work with local institutions to better understand how to interface with, support, and enhance programs that highlight local employment opportunities for graduates.

**4.2.2** Identify city resources and/or staff to further engage with and support the efforts of the Idaho Technology Council's program activities supporting K-12 computing literacy and aligning higher education with industry needs.

**4.2.3** Advocate with Boise State University for the creation of a Boise employers liaison office to act as a one-stop shop for conversations between area employers and BSU programs that are currently happening at many different levels depending on the industry and program.

**4.2.4** Engage pro-bono services of local college and university design students via a contest or volunteer opportunity to illustrate and promote local school-to-career pathway options through creation of physical and digital infographic posters and social media materials.

**4.2.5** Work with partners to create a forum for educators at local universities to learn from private sector representatives about industry trends and implications for future workforce needs.

## Strategy 4.3: Expand participation of underrepresented groups in skills training and workforce development or education programs.

**4.3.1** Support student programs specific to underrepresented populations and encourage broader adoption at local institutions of higher education.

**4.3.2** Work with the Boise Metro Chamber to expand outreach to, and incorporate feedback from, underrepresented groups for inclusion in and tailoring of the Boise Young Professionals networking and professional development group.

**4.3.3** Support and/or amplify efforts of local workforce development partners to programmatically emphasize mentorship, professional network-building, and community leadership opportunities for historically underrepresented groups.

**4.3.4** Support and/or amplify efforts by prominent local employers to highlight opportunities for training, mentorship, advising, or similar programs directed toward employees, entrepreneurs, or small businesses, with a focus on historically underrepresented groups.

**4.3.5** Lead by example with workforce development partners by ensuring the visibility and accessibility of advocates for underrepresented groups in City of Boise economic development activities.

**4.3.6** Support and/or amplify efforts by higher education institutions to encourage broader participation in programs that provide support for and engagement of historically underrepresented groups, including student programs, mentorship, and networking opportunities.

## Strategy 4.4: Work with educational institutions and allied organizations to support programs and initiatives that foster workforce development and improve opportunities for local employment among students and younger workers.

**4.4.1** Identify and amplify support for programs (e.g., mentorship, career/tech ed) that develop youth and young adult skills to promote workforce readiness.

**4.4.2** Increase familiarity with and understanding of the Boise School District's Dennis Technical Education Center (DTEC) programs and offerings to better support regional business retention, expansion, and attraction goals.

**4.4.3** Advocate for pre-apprenticeship programs and work with the Idaho Department of Labor and other workforce development organizations to expand and/or develop new pre-apprenticeship programs (e.g., narrow the skills gap for recent high school graduates to begin a formal apprenticeship in local industries).

**4.4.4** Support local high schools by identifying partners and resources to expand career and entrepreneurial opportunities, including consultations/connections with local industry representatives and workforce development programs.

**4.4.5** As a component of expanded career counseling, encourage area employers to offer students mock interviews prior to becoming active job seekers. .

## Strategy 4.5: Address systems supportive of workforce retention, including childcare, education, transportation, and housing needs.

**4.5.1** Leverage City resources, including real estate as appropriate, and work with partners to create opportunities for increased capacity to support critical workforce needs such as early education, housing and childcare. **(cross-listed and adapted from Recovery Strategy)**

**4.5.2** Identify city-led opportunities to expand services and potentially recruit additional social and support service providers for workers with families.

**4.5.3** Formalize an economic development feedback loop into the City of Boise's housing policy and regulatory systems to highlight workforce housing needs including typology, cost, transportation adjacency, neighborhood, and other factors.

**4.5.4** Partner with local day care centers and social service providers that support local workers and their families to connect to/access affordable childcare options and resources in the area.

**4.5.5** Organize large local employers to facilitate or expand rideshare programs for workers and explore other options to address regional commuters.

**4.5.6** Advocate for access to jobs and training programs in regional transportation planning process with regional partners, with specific attention to organizing ridesharing and other agile and low-cost solutions.

## Strategy 4.6: Provide support to fill specific workforce gaps that affect key sectors.

**4.6.1** Work with partners such as workforce agencies and economic development organizations including the BVEP and the Boise Metro Chamber to create, maintain, and communicate as appropriate projections of hiring needs and supply of local workforce and talent.

**4.6.2** Consider the development of a city-supported apprenticeship program in partnership with local career / technical / educational institutions.

**4.6.3** Identify potential licensing, certification, and/or degree programs to meet latest workforce needs and advance pandemic recovery efforts; work with institutional partners to identify needs and develop program requirements (e.g., institutions of higher ed, career and tech ed, et al.). **(cross-listed and adapted from Recovery Strategy)**

**4.6.4** Engage private sector partners, potentially including Trailhead and Boise Entrepreneurship Week to design and deploy a coding boot camp as has been modeled in the San Francisco Bay area and in other tech hubs.

**4.6.5** Convene a standing work group with a regular meeting schedule to facilitate conversation between private sector leaders and workforce development professionals, to anticipate future workforce needs and align programming accordingly.

# Implementation & Tracking

# NAVIGATING THIS SECTION

## Mayor's Strategic Priorities

- 1 Safe & Healthy City for Everyone
- 2 A Home for Everyone
- 3 Movement for Everyone
- 4 A Clean City for Everyone
- 5 Opportunity for Everyone
- 6 Engaging Everyone

## ONE: Regional Leadership

### > Implementation

**Strategy 1.1:** Show leadership and support regional partners on housing, transportation, and infrastructure priorities.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
1.1.1	⌚ Regional Planning Processes	PDS	MO	▲	2, 3, 6	●
1.1.2	⌚ Regional Partnerships	MO		▲	5, 6	●
1.1.3	⌚ Housing Needs Partnerships	MO	HCD	▲	2, 6	
1.1.4	⌚ Regional Housing Conversation	BVEP	HCD	▲	2, 6	
1.1.5	⌚ Transit Partner Support	MO	COMPASS	▲	3, 6	
1.1.6	⌚ Utilities Partners Dialogue	IP	MO	▲	2, 4, 6	
1.1.7	⌚ Regional Infrastructure Roundtable	BVEP		▲	5, 6	

## Diversity, Equity & Inclusion



Actions marked with this symbol are anticipated to contribute to or strengthen diversity, equity, and / or inclusion in the City of Boise.

## Estimated Level of Effort (LOE)

- ▲ Low
- ▲ Medium
- ▲ High
- ▲ Ongoing Commitment

### Tactical Performance Measures

Track share of Valley Regional Transit funding made by each municipality within region.

### Global Performance Measures

## Performance Measures

Performance Measures outline suggested methods for tracking progress in implementation of individual strategies.

## Timing

- ⌚ Ongoing
- ⌚ Short Term (1-3 Years)
- ⌚ Mid Term (3-5 Years)
- ⌚ Longer Term (5-10 Years)

## Action Steps

Three-part numbers indicate Focus Area, Strategy and Action Step. Action Step Titles are worded for a "quick read," or scan-ability.

## Lead & Supporting

- AH** COB Arts & History Dept.
- BEW** Boise Entrepreneurship Week
- BOI** Boise Airport
- BPR** Boise Parks & Recreation
- BSU** Boise State University
- CCDC** Capitol City Development Corporation
- CVB** Boise Convention & Visitors Bureau
- DFA** COB Dept of Finance & Admin















- PW** COB Public Works
- EDU** Education Institutions
- HCD** COB Housing & Community Development
- IMA** Idaho Manufacturing Alliance
- IP** Idaho Power
- BVEP** Boise Valley Economic Partnership
- IT** COB Informational Technology
- BPL** Boise Public Library
- CE** COB Dept of Community Engagement

- ITC** Idaho Technology Council
- MO** COB Mayors Office
- PDS** COB Planning & Development Services
- OD** COB Other Departments
- PS** Private Sector
- RP** Regional Partnerships
- TH** Trailhead
- WDC** Workforce Development Council
- WF** Workforce

# ONE: Regional Leadership

## > Implementation

**Strategy 1.1:** Show leadership and support regional partners on housing, transportation, and infrastructure priorities.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
1.1.1	 Regional Planning Processes	MO	PDS		2, 3, 6	
1.1.2	 Regional Partnerships	MO			5, 6	
1.1.3	 Housing Needs Partnerships	MO	HCD		2, 6	
1.1.4	 Regional Housing Conversation	MO	HCD		2, 6	
1.1.5	 Transit Partner Support	MO	RP		3, 6	
1.1.6	 Utilities Partners Dialogue	MO	IP		2, 4, 6	
1.1.7	 Regional Infrastructure Roundtable	MO	BVEP		5, 6	






### Tactical Performance Measures

Track share of Valley Regional Transit funding made by each municipality within region.

### Global Performance Measures



## Strategy 1.2: Promote local policies and devote capacity to meet demand for housing as Treasure Valley’s Central City.

Timing	Action Step	Lead	Support	LOE	Mayor’s Priorities	DEI
1.2.1	 Relationship Building for Housing	MO	CCDC		2, 3, 6	
1.2.2	 Supply Side Solutions	MO	PDS		5, 6	
1.2.3	 City-Owned Land Utilization	MO	PDS, DFA		2, 6	
1.2.4	 Expedited Permitting	PDS	MO		2, 6	
1.2.5	 Housing in Job Centers	PDS	CCDC		3, 6	
1.2.6	 Surface Parking Lots	CCDC	MO		2, 4, 6	
1.2.7	 Energy & Efficiency Pilot Projects	PW,MO	IP		5, 6	

### Tactical Performance Measures

Reduction in single-occupancy vehicle (SOV) trips.

Increase in allowable housing densities and/or typologies.

City-owned properties used to support housing developments.











New housing starts by type and affordability level.

### Global Performance Measures

Median Home Value.

New Housing Building Permits.

## Strategy 1.3: Ensure that infrastructure is built and operated to keep pace with regional growth and maintain Boise’s role as Treasure Valley’s Central City.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities
1.3.1	Strategic Growth & Infrastructure Vision	PDS	MO, IT		1, 3, 6
1.3.2	 Central Point of Contact	PDS	MO		3, 6
1.3.3	 Renewable Energy Choices	PW	IP		4, 6
1.3.4	 Transit Leadership	PDS, MO	VRT		3
1.3.5	 Lobby for Federal Funding	MO	IT, PDS, COMPASS		3
1.3.6	 Tech Access in Underserved Areas	BPL, IT	MO		5

### Tactical Performance Measures

Reduction in single-occupancy vehicle (SOV) trips.  
Track number of trips that used alternate modes of transit.










### Global Performance Measures

Total Passengers at BOI Airport.  
In-Migration.  
Jobs per housing unit.  
Place of Work vs Place of Residence.

# TWO: Quality of Life

## > Implementation

**Strategy 2.1:** Foster and strengthen diversity, equity and inclusion initiatives and communicate that Boise is welcoming to all.













Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
2.1.1	 City for Everyone	MO	CE		5, 6	
2.1.2	 DEI Corporate Values	MO	PS, CE		5, 6	
2.1.3	 Amplify Private Sector DEI	CE, PS	MO		5, 6	
2.1.4	Underrepresented Community Businesses	BPL, MO	CE		2, 6	

**Tactical Performance Measures**

City for Everyone messaging partnerships.











**Global Performance Measures**

## Strategy 2.2: Invest in quality-of-life assets to preserve and enhance Boise’s reputation.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
2.2.1	 Recreation System Capacity	BPR	PDS		1, 4	
2.2.2	 Creative Arts for Economic Development	A&H	MO, PS		6	
2.2.3	 Transportation Action Plan	PDS	MO		3	
2.2.4	 Pedestrian Infrastructure	PW, PDS	DBA, CCDC, CE, MO		1, 3	
2.2.5	 Pedestrian Environment	PDS, MO	AH, PS, DBA		1, 3, 6	
2.2.6	 Downtown Amenities	PDS, CE	DBA		1, 3	

<b>Tactical Performance Measures</b>	<p>Expansion and investments made to support pathways, trails, and recreation facilities.</p> <p>Increase metrics related to Creative Vitality Index.</p> <p>Initiatives related to Clean City Index.</p>	<b>Global Performance Measures</b>	Creative Vitality Index.
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**Strategy 2.3:** Promote a consistent identity across City communications that reflects Boise’s cultural values and a focus on economic opportunity for everyone.









Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
2.3.1	 Economic Opportunity Communication	MO	CE		5	
2.3.2	 Consistent Branding of City Plans	CE	OD			
2.3.3	 Consistent Messaging Alignment	MO	CCDC,BVEP			
2.3.4	 Wayfinding Signage	PW,CE, AH	PDS		1, 3	
2.3.5	 Partners Amplifying Boise Vision & Values	MO	OD			

<b>Tactical Performance Measures</b>	<p>City for Everyone messaging partnerships.</p> <p>Expansion and investments made to support pathways, trails, and recreation facilities.</p>	<b>Global Performance Measures</b>	90:10 Ratio.
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# THREE: Strategic Economic Growth

## > Implementation





















**Strategy 3.1:** Partner with the private sector to achieve mutual objectives priorities.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
3.1.1	 Executive Leadership Council	MO	BVEP, PS		5	
3.1.2	 Talent Attraction & Retention	MO	PS, ED		5	
3.1.3	 Placemaking Co-investment	PS	MO, DFA, CCDC		2, 3, 5	
3.1.4	 Entrepreneurs on Business Recruitment	MO	PS		5	

Tactical Performance Measures

Global Performance Measures

## Strategy 3.2: Serve all industry sectors with strategies to drive diverse growth, encourage entrepreneurship and nurture local talent.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
3.2.1	 Cluster-Based Strategies	MO	OD, EDU, BVEP		5	
3.2.2	 Wage Data Tracking	MO	DFA		5	
3.2.3	 Business Attraction Scorecard	MO	BVEP		5	
3.2.4	 Business Starts Metrics	MO	PS		5	
3.2.5	 Trailhead Technical Support	MO			5	
3.2.6	 Small Business Program	MO	CE		5, 6	
3.2.7	 Made in Boise	DBA	MO, CE		5	
3.2.8	 Boise Entrepreneur Week	BEW, PS	ED		5	
3.2.9	 Leadership Engagement Plan	MO	MO, CE		5	
3.2.10	Health & Life Sciences Partnerships Vehicle	TH, BEW			6	

### Tactical Performance Measures

Business retention and expansion visits.

Leads and landings generated in target industry companies.

Growth in target sector firms, employment, and wages.

New business starts and entrepreneur transitions.

Commerical & industrial real estate product delivery and absorption.

### Global Performance Measures

City Employment Share in Region.









Employment by Industry.

Top 10 Employers.

Total Business Establishments.

Total Non-farm Employment.



## Strategy 3.3: Leverage climate goals to grow Boise’s Clean Energy and Green Economy sectors and improve career pathways in climate-focused industries.

Timing	Action Step	Lead	Support	LOE	Mayor’s Priorities	DEI
3.3.1	 Map Boise’s Green Economy	MO			5	
3.3.2	 Climate & Energy Corporate Alignment	MO	PS, IP		4, 5	
3.3.3	 Carbon Sequestration on City Property	PW	BPR		4	
3.3.4	 Carbon Neutrality for Business Attraction	MO	PW			





## Strategy 3.4 Connect Technology and Advanced Manufacturing sector businesses and entrepreneurs to local, state, and federal support networks and identify resources for location and expansion.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
3.4.1	 Marketing Channel	BVEP	MO			
3.4.2	 CHIPS for America & Related Funding	MO				
3.4.3	 Tech Company Recruitment	MO	PS			
3.4.4	 Venture Capital & Entrepreneurs	MO	PS		5	
3.4.5	 Students' Access to Resources	ED	MO		5	
3.4.6	 Formal Networking Groups	BVEP			5	
3.4.7	 Market Industrial Sites	MO	BOI, PDS			
3.4.8	 Statewide Manufacturing Database	IMA				
3.4.9	 Industrial Land Inventory	PDS	BOI, MO			
3.4.10	 Site Selection Tool or Certification	MO	PDS			

### Tactical Performance Measures

Leads and landings generated in target industry companies.















Growth in target sector firms, employment, and wages.

New business starts and start-up funding.

### Global Performance Measures









Employment by Industry.

## Strategy 3.5: Support Boise’s Creative Economy and Cultural Arts sectors and elevate them as economic development drivers.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
3.5.1	 Cultural Assets as Economic Drivers	MO	A&H, BVEP			
3.5.2	 Leverage Public Investments with Private	AH	MO, PS			
3.5.3	 Funding for Live-Work Housing	MO	PDS		2, 5	
3.5.4	 Portion of Hotel Tax for Arts Venues	MO	CVB		5	
3.5.5	 Philanthropic Donations	AH	PS, MO		5	
3.5.6	Strategies to Retain Cultural Workers	MO	AH			
3.5.7	Implement Cultural Master Plan	AH				
3.5.8	Monitor Creative Vitality Index	AH	MO			

Tactical Performance Measures	Global Performance Measures
<ul style="list-style-type: none"> <li>Leads and landings generated in target industry companies.</li> <li>Growth in target sector firms, employment, and wages.</li> <li>New business starts and start-up funding.</li> </ul>	<ul style="list-style-type: none"> <li>Employment by Industry.</li> </ul>

## Strategy 3.6: Assist Boise’s Local Food and Agriculture sectors and strengthen synergies with climate change and tech sector initiatives.

Timing	Action Step	Lead	Support	LOE	Mayor’s Priorities	DEI
3.6.1	 Food Producer Technical Assistance	MO	PS		5	
3.6.2	 Agriculture - Tech - Startup Connections	MO	PS, BEW		5	
3.6.3	Review Grant Processes for Accessibility	DFA	OD			
3.6.4	 Extend / Expand Post-Pandemic Supports	MO	OD PS		5	
3.6.5	Leverage Public Lands for Climate Goals	PW, MO	BPR			

### Tactical Performance Measures

Leads and landings generated in target industry companies.







Growth in target sector firms, employment, and wages.

New business starts and start-up funding.

### Global Performance Measures

Employment by Industry.

## Strategy 3.7: Work to facilitate the development of key assets in support of Boise’s Tourism and Hospitality sector.

Timing	Action Step	Lead	Support	LOE	Mayor’s Priorities	DEI
3.7.1	 Understand New Visitor Trends	MO	PS			
3.7.2	 Convention Center Hotel	MO	CVB			
3.7.3	 Other Event Facilities ROI	MO	OD			

### Tactical Performance Measures

Leads and landings generated in target industry companies.







Growth in target sector firms, employment, and wages.

New business starts and start-up funding.

### Global Performance Measures

Employment by Industry.

## Strategy 3.8: Encourage further visibility, growth, and integration of the Healthcare & Life Sciences sectors in Boise.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
3.8.1	 Life Sciences Career Pathways	EDU	PS, MO		5	
3.8.2	 Life Sciences Channel BEW / Trailhead	BEW, TH	MO		5	
3.8.3	 Workforce Pipeline	MO	PS ED		5	

### Tactical Performance Measures

Leads and landings generated in target industry companies.

Growth in target sector firms, employment, and wages.

New business starts and start-up funding.











### Global Performance Measures

Employment by Industry.

# FOUR: Workforce Development

## > Implementation

**Strategy 4.1:** Work with workforce partners to identify, prioritize and scale existing education, training and apprenticeship programs with the City’s resources targeted for maximum impact.

Timing	Action Step	Lead	Support	LOE	Mayor’s Priorities	DEI
4.1.1	 City Resources for Workforce Platform	MO	IT, CE		5	
4.1.2	 Industry Workforce Needs Profiles	MO	BVEP		5	
4.1.3	 WDTF Grants for Training & Retention	WDC	MO		5	
4.1.4	 In-Kind Support for BSU Workforce Programs	MO	BSU		5	
4.1.5	 Partner Entrepreneurship Supports	MO	WP, PS		5, 6	













### Tactical Performance Measures

Number of focused efforts facilitated by City related to workforce development.

### Global Performance Measures

Unemployment rate.  
Median Wage by Industry.

## Strategy 4.2: Strengthen the connections between the region’s workforce development ecosystem and private sector employers.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
4.2.1	 Local Employment Opportunities for Grads	MO	EDU		5	
4.2.2	 ITC Computing Alliance Support	MO	ITC		5	
4.2.3	 Boise Employers Liason Office	BSU	MO		5	
4.2.4	 School-to-Career Pathway Infographics	EDU	BEW,MO,CE		5, 6	
4.2.5	 Connect Private Sector to Educators	BVEP, EDU	BVEP, MO		5, 6	



















### Tactical Performance Measures

Number of focused efforts facilitated by City related to workforce development.

Increase graduate retention rate for the region.

### Global Performance Measures

## Strategy 4.3: Expand participation of underrepresented groups in skills training and workforce development or education programs.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
4.3.1	 Underrepresented Student Programs	EDU	BSU, EDS		5, 6	
4.3.2	 Outreach for Networking Inclusivity	BMC	MO		5, 6	
4.3.3	 Mentorships, Role Models & Coaching	MO	WF, CE		5, 6	
4.3.4	 Underrepresented Employee Advocacy	MO	PS		5, 6	
4.3.5	 Lead by Example in Economic Development	MO,CE	PS		5, 6	
4.3.6	 Increased Engagement of Programs at Eds	MO	EDU		5, 6	

### Tactical Performance Measures













Number of focused efforts facilitated by City related to workforce development.

Increase graduate retention rate for the region.

### Global Performance Measures



**Strategy 4.4:** Work with educational institutions and allied organizations to support programs and initiatives that foster workforce development and improve opportunities for local employment among students and younger workers.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
4.4.1	 City Support of Soft-Skills Building Programs	COB			5, 6	
4.4.2	 DTEC Soft Skills Emphasis	MO	DTC		5	
4.4.3	 Pre-Apprenticeship Programs	MO	DOL		5	
4.4.4	 Expanded Career Counseling in High Schools	COB	SDS			
4.4.5	 Mock Interviews	WP	PS			






**Tactical Performance Measures**

Number of focused efforts facilitated by City related to workforce development.

Increase graduate retention rate for the region.

**Global Performance Measures**

**Strategy 4.5:** Address systems supportive of workforce retention, including childcare, education, transportation, and housing needs.













Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
4.5.1	 City Resources & Property for Workforce	MO	OD, PS		5	
4.5.2	 Support for Workers with Families	MO	OD, BPL		5	
4.5.3	 Workforce Housing Needs Feedback	MO	OD		2	
4.5.4	 Affordable Childcare Options	MO	PS		5	
4.5.5	 Rideshare Programs for Commuters	PS	MO		3, 5	
4.5.6	 Regional Transportation Advocacy	RP	MO		3, 5	

**Tactical Performance Measures**

Number of focused efforts facilitated by City related to workforce development.

**Global Performance Measures**

## Strategy 4.6: Provide support to fill specific workforce gaps that affect key sectors.

Timing	Action Step	Lead	Support	LOE	Mayor's Priorities	DEI
4.6.1	 Talent / Workforce Pipeline Projections	MO	WF, BVPEP			
4.6.2	 City-Supported Apprenticeship Program	EDU	MO		5	
4.6.3	 Licensing, Certification, Degree Programs	EDS, WF, WDC	MO		5	
4.6.4	 Coding Bootcamp	TH, BEW	MO		5	
4.6.5	 Standing Workforce Dev. Workgroup	MO	PS			

### Tactical Performance Measures

Number of focused efforts facilitated by City related to workforce development.

Number of initiatives started or participated in that serve city climate economy goals.

### Global Performance Measures

Unemployment rate.

Median Wage by Industry.

# Appendix 1

# STAKEHOLDER PARTICIPANTS

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CAI conducted 13 focus groups with more than 100 participants across Boise's private, public, and non-profit sectors. The following list acknowledges the local leaders, residents, and professionals who gave their time and insight to this project:

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