

**POCATELLO DEVELOPMENT AUTHORITY**  
**Board of Commissioners Meeting**  
**September 19, 2007**  
**11:00 a.m.**

**City Hall**  
**911 North 7<sup>th</sup> Avenue**

**11:00 a.m. Council Chambers**

Call to Order – Chairman Brown

Acknowledge Guests of Board, if any  
Mayor Nettet & Economic Development Team

Disclosure of Conflicts of Interest, if any

Agenda - Add or Delete Action or Discussion Items

**Action and Discussion Items:**

Minutes for August 15, 2007 – Motion to Approve and/or Amend

Financial Report: August Income and Expenses

North Yellowstone  
Ratify Commitment to Special Project

Miscellaneous Items/Questions from Commissioners  
Naval Ordinance Plant TIF  
Yellowstone Business Partnership

**Executive Session if Required**

	<u>Current Month</u>	<u>YTD Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>Beginning Balance</b>		<b>\$680,166.84</b>	<b>\$680,166.84</b>	
<b>SOURCES OF FUNDS</b>				
Kress District		\$5,530.37	\$5,748.75	\$218.38
Newtown District		\$56,230.27	\$56,230.27	\$0.00
Al Ricken Drive District	\$4,724.92	\$838,077.05	\$833,352.13	-\$4,724.92
Old Town District	\$2,856.62	\$252,332.57	\$275,437.12	\$23,104.55
North Main District		\$57,121.13	\$105,500.68	\$48,379.55
Roosevelt District		\$0.00	\$0.00	\$0.00
Central Corridor District	\$3,229.44	\$491,352.97	\$488,069.77	-\$3,283.20
North Yellowstone District	\$713,483.01	\$1,142,395.28	\$368,864.08	-\$773,531.20
General Funds		\$0.00	\$0.00	\$0.00
Board Disc.*		\$18,950.00	\$15,000.00	-\$3,950.00
Interest Income	\$439.72	\$4,200.05	\$3,600.00	-\$600.05
<b>TOTAL</b>		<b>\$724,733.71</b>	<b>\$2,151,802.80</b>	<b>-\$714,386.89</b>

**CASH AVAILABLE** **\$3,546,356.53** **\$2,831,969.64**

**APPLICATION OF FUNDS**

Kress District		\$0.00	\$5,748.75	\$5,748.75
Newtown District	\$35,899.07	\$56,230.27	\$56,230.27	\$0.00
Al Ricken Drive District	\$833,352.13	\$833,352.13	\$833,352.13	\$0.00
Old Town District	\$242,390.27	\$253,689.00	\$275,437.12	\$21,748.12
North Main District	\$20,524.74	\$105,804.51	\$105,500.68	-\$303.83
Roosevelt District		\$196,208.64	\$196,208.64	\$0.00
Central Corridor	\$359,539.09	\$489,409.33	\$488,069.77	-\$1,339.56
North Yellowstone District	\$342,465.95	\$496,154.07	\$368,864.08	-\$127,289.99
Board Disc.		\$71,876.48	\$375,000.00	\$303,123.52
General Funds	\$3,604.17	\$13,876.18	\$17,200.00	\$3,323.82
Bank Charges		\$34.00	\$600.00	\$566.00
<b>TOTAL</b>		<b>\$1,837,775.42</b>	<b>\$2,722,211.44</b>	<b>\$205,576.83</b>

**ENDING BALANCE** **\$1,029,721.92** **\$109,758.20**

**DISTRICT ENDING BALANCES**  
**August 31, 2007**

<b>Bank Balance</b>		<b>\$1,029,721.92</b>
General Fund	6,453.90	
Discretionary Funds	360,648.35	
Kress Project	5,567.48	
Newtown District	0.00	
Alvin Ricken District	4,724.92	
Old Town District	2,856.62	
North Main District	0.00	
Roosevelt District	0.00	
Central Corridor District	3,229.44	
North Yellowstone District	<u>646,241.21</u>	
<b>District Totals</b>		<b>\$1,029,721.92</b>

# POCATELLO DEVELOPMENT AUTHORITY

August 2007

## INCOME:

Alvin Ricken	\$4,724.92	Taxes
Old Town	\$2,856.62	
Central Corridor	\$3,229.44	
North Yellowstone	\$107,241.80	Remainder of Const funds
	\$605,895.31	Remainder of Const funds
	\$345.90	taxes
Interest Income:	\$439.72	

## EXPENSES:

Newtown	\$35,899.07	Transfer to RAF
Alvin Ricken	\$833,352.13	Transfer to RAF
Old Town	\$242,390.27	Transfer to RAF
North Main	\$20,524.74	Transfer to RAF
Central Corridor	\$359,539.09	Transfer to RAF
General Fund	\$3,500.00	Audit
	\$104.17	PDA Lunch
North Yellowstone	\$62,561.80	Payment to Rail Crossing/JB Parsons
	\$4,680.00	Payment to Rail Crossings
	\$275,224.15	Transfer to RAF

POCATELLO DEVELOPMENT AUTHORITY  
 NORTH YELLOWSTONE CONSTRUCTION FUND CASH FLOW PROJECTIONS  
 2007

YEARS ENDED	Budget 2007	YTD 2007 As of 7/31/07	Remaining 2007
<b>Previous Year Balance:</b>			
<b>INCOME:</b>			
Requisition 39 <sup>1</sup>	107,241.80	107,241.80	0.00
Requisition 40 <sup>2</sup>	605,895.31	605,895.31	0.00
Total Projected Income:	713,137.11	713,137.11	0.00
<b>TOTAL AVAILABLE INCOME:</b>	<b>\$713,137.11</b>	<b>\$713,137.11</b>	<b>\$645,895.31</b>
<b>EXPENSE:</b>			
Remainder of PEG Development Project:	107,241.80	67,241.80	40,000.00
Committed Funds to Project: <sup>3</sup>	605,895.31		605,895.31
Total Projected Expense:	713,137.11	67,241.80	645,895.31
<b>CALCULATED ANNUAL BALANCE</b>		<b>\$645,895.31</b>	<b>0.00</b>

Updated 7/31/07

**POCATELLO DEVELOPMENT AUTHORITY  
CENTRAL CORRIDOR CASH FLOW PROJECTIONS  
2007 THROUGH 2012**

YEARS ENDED	Budget 2007	YTD 2007 As of 8/31/07	Remaining 2007	2008	2009	2010	2011	2012
<b>Previous Year Balance*</b>		<b>\$1,494,932.60</b>	<b>\$2,428,191.81</b>	<b>\$96,691.43</b>	<b>\$217,809.53</b>	<b>\$926,934.20</b>	<b>\$1,350,261.36</b>	<b>\$934,261.36</b>
<b>INCOME:</b>								
Estimated Tax Revenues: <sup>8,9</sup>	1,758,589.97	1,681,114.34	77,475.63	1,685,554.67	1,685,554.67	1,685,554.67		
Taxes Received from Previous Years & yearly interest: <sup>7</sup>			0.00					
South Cliffs Repayment: <sup>12</sup>			0.00			200,000.00		
AMI Repayment (Building Owners): <sup>12</sup>			0.00					1,200,000.00
Positron Repayment: <sup>12</sup>			0.00			400,000.00		
Reserve Debt Service Income at Closing:			0.00				934,000.00	
Reserve Fund Income at Closing: <sup>6</sup>			0.00				650,000.00	
Total Projected Income:	1,758,589.97	1,681,114.34	77,475.63	1,685,554.67	1,685,554.67	2,285,554.67	1,584,000.00	1,200,000.00
<b>TOTAL AVAILABLE INCOME:</b>	<b>\$1,758,589.97</b>	<b>\$3,176,046.94</b>	<b>\$2,505,667.44</b>	<b>\$1,782,246.10</b>	<b>\$1,903,364.20</b>	<b>\$3,212,488.87</b>	<b>\$2,934,261.36</b>	<b>\$2,134,261.36</b>
<b>EXPENSE:</b>								
Current Year Debt Service:	833,422.63	747,855.13	85,567.50	931,635.00	931,430.00	1,862,227.51		
Reserve Debt Service: <sup>5</sup>	934,000.00		934,000.00					
Old Town Rein Ph 2 Remaining: Committed \$2,235,600 <sup>4</sup>	129,580.47		129,580.47					
Cheyenne Crossing: Committed \$3 million total <sup>16</sup>	845,650.04		845,650.04				2,000,000.00	
Whitman/Yellowstone Hotel: Committed \$513,000 <sup>10</sup>	256,500.00		256,500.00					
Clark Street Overpass: Committed \$258,880.93	157,678.00		157,678.00					
Triangle: Committed \$632,801.57 <sup>1b</sup>			0.00	632,801.57				
Portneuf Valley Investment Partners: Committed \$45,000 <sup>13</sup>			0.00		45,000.00			
Admin Transfer to Unrestricted Account: <sup>11</sup>			0.00					2,134,261.36
Total Projected Expense:	3,156,831.14	747,855.13	2,408,976.01	1,564,436.57	976,430.00	1,862,227.51	2,000,000.00	2,134,261.36
<b>CALCULATED ANNUAL BALANCE</b>		<b>\$2,428,191.81</b>	<b>\$96,691.43</b>	<b>\$217,809.53</b>	<b>\$926,934.20</b>	<b>\$1,350,261.36</b>	<b>\$934,261.36</b>	<b>\$0.00</b>

Updated 7/31/07

**POCATELLO DEVELOPMENT AUTHORITY  
BOARD DISCRETIONARY CASH FLOW PROJECTIONS  
2006 THROUGH 2012**

<b>YEARS ENDED</b>	<b>Budget 2007</b>	<b>YTD 2007 As of 8/31/07 \$413,574.83</b>	<b>Remaining 2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Previous Year Balance:</b>								
<b>INCOME:</b>								
TetriDyn Solutions Repayment: <sup>10</sup>				15,000.00				
Garfield Property	18,950.00	18,950.00	0.00					
Kress Admin	5,567.58	5,567.58	0.00					
Central Corridor Admin: <sup>7</sup>			0.00					2,134,261.37
Total Projected Income:	24,517.58	24,517.58	0.00	15,000.00	0.00	0.00	0.00	2,134,261.37
<b>TOTAL AVAILABLE INCOME:</b>	24,517.58	\$438,092.41	\$366,215.93	\$89,142.41	\$14,142.41	\$14,142.41	\$14,142.41	\$2,148,403.78
<b>EXPENSE:</b>								
IsoRay: Committed \$75,000 <sup>1</sup>			0.00	75,000.00				
Triangle Project: Committed \$300,000 <sup>2</sup>	300,000.00	31,876.48	268,123.52					
Portneuf Valley Investment Partners: Committed \$40,000 <sup>3</sup>	40,000.00	40,000.00	0.00					
Garfield Property	18,950.00		18,950.00					
Legislative Action	5,000.00		5,000.00	0.00				
Total Projected Expense:	363,950.00	71,876.48	282,073.52	75,000.00	0.00	0.00	0.00	0.00
<b>CALCULATED ANNUAL BALANCE</b>		<b>\$366,215.93</b>	<b>\$74,142.41</b>	<b>\$14,142.41</b>	<b>\$14,142.41</b>	<b>\$14,142.41</b>	<b>\$14,142.41</b>	<b>\$2,148,403.78</b>

Updated 7/31/07

RESOLUTION NO. 2007-3

A RESOLUTION OF THE POCATELLO DEVELOPMENT AUTHORITY, AN URBAN RENEWAL AGENCY ORGANIZED UNDER THE LAWS OF THE STATE OF IDAHO; RECOMMENDING TO THE CITY COUNCIL THAT THE REVENUE ALLOCATION PROVISION FOR THE URBAN RENEWAL AREA KNOWN AS THE KRESS BUILDING, A PART OF THE DOWNTOWN DEVELOPMENT AREA URBAN RENEWAL AREA BE TERMINATED; RECOMMENDING FURTHER THAT THE CITY COUNCIL PASS AN ORDINANCE DISSOLVING THE REVENUE ALLOCATION PROVISION AND RETURNING THE REVENUE ALLOCATION AREA TO THE REGULAR TAX ROLL EFFECTIVE TAX YEAR 2007.

WHEREAS, improvements consisting primarily of new electrical service, improved stair wells and upgrades to meet required fire codes have been completed on the Kress Building Revenue Allocation District; and

WHEREAS, sufficient funds for payment of all final construction costs and administrative fees of the project have been collected; and

WHEREAS, the Kress Building Revenue Allocation provision was scheduled to continue for a period of fifteen (15) years and is ready to be closed.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE POCATELLO DEVELOPMENT AUTHORITY (PDA) AS FOLLOWS:

1. That the revenue allocation district known as the Kress Building Revenue Allocation District shall terminate under the laws of the State of Idaho.
2. That the monthly financial statements of the PDA show the Revenue Allocation Area to be closed out as of the end of December, 2005.
3. That a copy of this Resolution be sent to the Pocatello City Council with a request that the City Council pass an Ordinance in accordance with Idaho Code Section 50-2906(1) which ends the revenue allocation provisions for the Kress Building Revenue



Allocation District, a part of the Downtown Development Area Urban Renewal Area, upon publication of the Pocatello City Council Ordinance providing therefore.

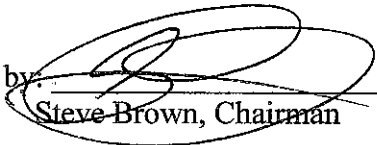
4. That no outstanding bonded indebtedness has been incurred as a result of the implementation of the Kress Building Revenue Allocation District which would require continuing the area.

5. That sufficient funds for the payment of all final construction costs and administrative fees for the projects undertaken in the Kress Building Revenue Allocation District have been collected.

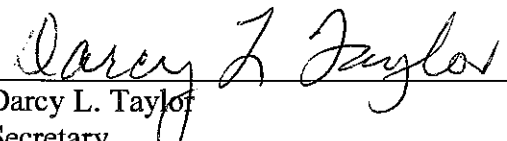
6. That a copy of this Resolution be sent to the Bannock County Assessor's Office and the Idaho State Tax Commission to provide notice of termination of the Revenue Allocation Area.

RESOLVED this 19<sup>th</sup> day of September, 2007.

BOARD OF DIRECTORS  
POCATELLO DEVELOPMENT  
AUTHORITY

by:   
Steve Brown, Chairman

ATTEST:

  
Darcy L. Taylor  
Secretary

## SECOND ECONOMIC DEVELOPMENT GRANT AGREEMENT

This Agreement is made this \_\_\_\_ day of September, 2007, by and between Rail Crossings, LLC, an Idaho limited liability company (hereinafter referred to as "Developer"), and the Pocatello Development Authority, an urban renewal agency formed under the laws of the State of Idaho (hereinafter referred to as "PDA").

### 1. Recitals.

1.1 This Agreement between the above-named parties is separate and apart from that certain Agreement between Developer and PDA dated October 9, 2006.

1.2 Developer intends to acquire a parcel of property commonly referred to as the United States Forest Service (USFS) property west of and adjacent to the parcel of land Developer is currently developing on the south side of North Yellowstone Avenue formerly referred to as the Associated Foods site. Developer is in need of additional funding to acquire the USFS site.

1.3 Developer intends to sell the USFS site to Costco Wholesale Corporation (hereinafter "Costco"), a major national retail sales corporation, in order for Costco to construct its retail sales facility.

1.4 PDA is a public body created as an urban renewal agency pursuant to Idaho Code §50-2006, part of the Idaho Urban Renewal Law of 1965. As an urban renewal agency established by the City Council of the City of Pocatello, PDA is charged with aiding and assisting economic development in the Pocatello area, including assisting developments that will retain and increase available jobs in the community; and is further charged with encouraging such development by private enterprise; all as more specifically provided in Idaho Code §§50-2002 and 50-2003, being part of the Idaho Urban Renewal Law, and Idaho Code §50-2902, being part of the Local Economic Development Act.

1.5 PDA has determined that the above-described development project represents the type of urban area development to which it may apply revenue allocation funds (tax increment financing) under the applicable statutes; and that the same will promote economic development of the area and creation of jobs and increased tax base consistent with the applicable urban renewal plan. For that reason, PDA has committed to provide an amount not to exceed four hundred and sixty thousand dollars (\$460,000.00) to Developer for the property acquisition as delineated herein. Said funding shall be made available to Developer in the form of a check at the Developer's closing on said real property identified in paragraph 1.2 above.

1.6 By this Agreement, PDA and Developer wish to memorialize their mutual undertakings and commitments with respect to the project described herein and therefore, agree as follows:

2. PDA's Obligation.

2.1 To further the proposed Development and increased tax base expected therefrom, PDA agrees to make available to Developer the not to exceed sum of four hundred and sixty thousand dollars (\$460,000.00) to use in the project for the purposes described in paragraphs 1.2, 1.3 and 1.5.

2.2 PDA shall make funds available to Developer in the form of a check in the amount not to exceed four hundred and sixty thousand dollars (\$460,000.00) at the Developer's arranged closing on the real property identified in paragraph 1.2 above.

3. Developer's Obligation. Developer's responsibilities regarding the above-mentioned four hundred and sixty thousand dollars (\$460,000.00):

3.1 Developer agrees to provide the remaining funding necessary to purchase the real property identified in paragraph 1.2 above and provide a copy of the Deed evidencing said purchase to PDA within seven (7) days of the date said Deed is recorded.

3.2 Developer agrees to provide PDA with a copy of the Purchase and Sale Agreement signed by Developer regarding the real property described in paragraph 1.2 above within seven (7) days after closing on said real property.

3.3 Developer agrees to provide PDA with a copy of the Due Diligence Agreement between Costco and Developer including but not limited to, provisions regarding the demolition of existing structures, site preparation, title, zoning, and plat approval.

3.4 Developer agrees to reimburse the funds expended by PDA pursuant to this Agreement if Costco does not construct its retail facility as described in this Agreement on the real property site described in paragraph 1.2 above due to Developer's failure to meet the due diligence requirements in the Agreement discussed in Paragraph 3.3 above.

3.5 Developer agrees to provide written notice to PDA within seven (7) days of Costco's notification to Developer should Developer fail to meet the due diligence requirements set out in the Agreement discussed in paragraph 3.3 above.

3.6 Developer agrees to reimburse PDA as set out in paragraph 3.4 above within fourteen (14) days of Developer's receipt of the notice discussed in paragraph 3.5 above.

3.7 The parties hereto agree that if Costco does not construct its retail facility at the site described in paragraph 1.2 above due to reasons other than the ones described in paragraphs 3.3 and 3.4 above, provided said reasons are due to matters the Developer has no control over (such as demographics), the Developer shall be given a five (5) year period to replace the Costco development with a like value property tax base generating development (148,000 sq. ft. facility

and seventeen million dollar (\$11,100,000.00) valuation). If Developer fails to do so by said required deadline date, Developer shall reimburse the PDA the entire amount of funding PDA expended pursuant to this Agreement.

3.8 The five (5) year deadline date discussed in paragraph 3.7 above shall begin the day after the closing discussed in paragraphs 1.5 and 2.2 above.

4. Effect of Agreement.

4.1 It is understood by the parties to this Agreement that the amounts paid by PDA to Developer hereunder, through payment of invoices submitted by Developer, are not to be construed as compensation for specific services by Developer for PDA. Rather, the intent of the parties is that the payments assist Developer in its need for capital in connection with the development project, and the parties shall take all action necessary to carry out that intent.

4.2 The parties acknowledge that the effect of the payments by PDA required hereunder will inure to the benefit of Developer, while having the corresponding benefit to the public purposes of PDA described above.

5. Miscellaneous.

5.1 This Agreement shall be governed by and construed under the laws of the State of Idaho; venue shall be the Sixth Judicial District for the County of Bannock.

5.2 In any litigation arising out of this Agreement, the prevailing party shall be entitled to recover reasonable attorney fees from the non-prevailing party. Determination of the prevailing party in any such litigation shall be made on the basis of the factors enumerated in Rule 54(d)(1)(B), Idaho Rules of Civil Procedure, as the same now exists or may subsequently be amended.

5.3 The effective date of this Agreement shall be September \_\_\_\_\_, 2007. This Agreement shall terminate upon the Developer's completed sale of the property described in paragraph 1.2 above, as evidenced by a copy of the Deed transferring the property from the Developer to a purchaser that meets the requirements outlined in paragraph 5.2 above.

5.4 This Agreement shall be binding upon and inure to the benefit of the respective parties and their legal successors. Developer may not assign this Agreement without the express written consent of the PDA.

5.5 Each party represents to the other that it has full legal authority to enter into and execute this Agreement and that the persons signing on behalf of each party have full legal authority to execute this Agreement.

5.6 Notices to the Developer shall be sent to Rail Crossings, LLC at One East Center, Suite 300, Provo, UT 84606. Notices to the PDA shall be sent to the Pocatello Development Authority, c/o Gynii Gilliam, Executive Director, 1651 Alvin Ricken Dr., Pocatello, ID 83201, telephone (208) 233-3500.

5.7 The Developer agrees to indemnify, hold harmless and defend the PDA, its agents and employees from and against all claims, damages, demands, actions, costs and charges, for injury, death, property damage and other liabilities, including attorney's fees, arising out of or by reason of any act or failure to act of Developer hereunder. The PDA agrees to indemnify, hold harmless and defend the Developer, its agents and employees from and against all claims, damages, demands, actions, costs and charges, for injury, death, property damage and other liabilities, including attorney's fees, arising out of or by reason of any act or failure to act of the PDA.



**FOR THE DEVELOPER:**

STATE OF UTAH                    )  
  ss:  
County of Utah                    )

On this \_\_\_\_\_ day of September, 2007, before me, the undersigned, a Notary Public in and for the State, personally appeared Cameron Gunter, known to me or proved to me to be a member of Rail Crossings, LLC, a limited liability company, whose name is subscribed to the foregoing instrument on behalf of said company, and acknowledged to me that he executed the same for and on behalf of said limited liability company by authority of the company.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year in this certificate first above written.

\_\_\_\_\_  
NOTARY PUBLIC FOR UTAH  
Residing in  
My commission expires:

DRAFT



**YBP AWARDED \$150,000 USDA GRANT**  
**Phase Two of Tri-State Research Kicks Off with**  
**Seasonality Summit in Cody, November 2, 2007**

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On August 29, 2007, U. S. Agriculture Secretary Mike Johanns announced a total of \$13.7 million in economic development grants to business organizations and local governments in 48 states. The USDA identified 55 entities that will receive Rural Business Opportunity Grants that will finance training and technical assistance for business development. The Yellowstone Business Partnership is pleased to be one of only seven recipients granted the full \$150,000 available for multi-state projects this year.

Thanks to the USDA grant award, YBP will be a catalyst and facilitator for tackling seasonality challenges at the sub-regional and regional scales. Last April YBP published its 32-page report, *Turning On the Off-Season: Opportunities for Progress in the Yellowstone-Teton Region*. This report highlights the region's population growth trends, socioeconomic indicators and the availability of natural and physical assets as they relate to the off-season months (October through May).

In the process of acquiring and analyzing data for 25 Idaho, Montana and Wyoming counties, researchers noted the pervasive lack of communication and coordination across our tri-state area. In response to this finding, the project's second phase addresses two key project objectives:

- Collectively identify those off-season investment opportunities that will best maintain or enhance the region's greatest natural, recreational and cultural assets.
- Recommend collaborative scenarios that will lead to thoughtful, yet practical solutions to the region's off-season investment challenges.

To achieve these objectives, YBP will:

1. Recruit and facilitate volunteer teams to select, design and advance an off-season economic enhancement project within each of the six subregions that are identified in our seasonality report. These multi-county collaborations will help strengthen cross-boundary relationships and improve communications across the entire Yellowstone-Teton area.
2. Convene a regional summit on November 2 at the Buffalo Bill Historical Center in cooperation with the Cody Institute for Western American Studies to highlight findings of *Turning On the Off-Season*, engage in cross-boundary discussions, and encourage interaction among sub-regional teams.
3. Select one region-wide seasonality challenge that requires intergovernmental cooperation and tri-state funding to address effectively (such as a regional transportation system). Form a regional task force to lay out a plan for future implementation.

**For more information on YBP's seasonality project and how to volunteer for a sub-regional task force, please visit our website at [www.yellowstonebusiness.org](http://www.yellowstonebusiness.org)**

The Yellowstone-Teton region is connected by a core of public lands with Yellowstone and Grand Teton national parks at their center. These world-renowned natural areas are assets that surrounding communities hold in common, yet they also create a geography that makes it difficult for these communities to function as a social or economic region.

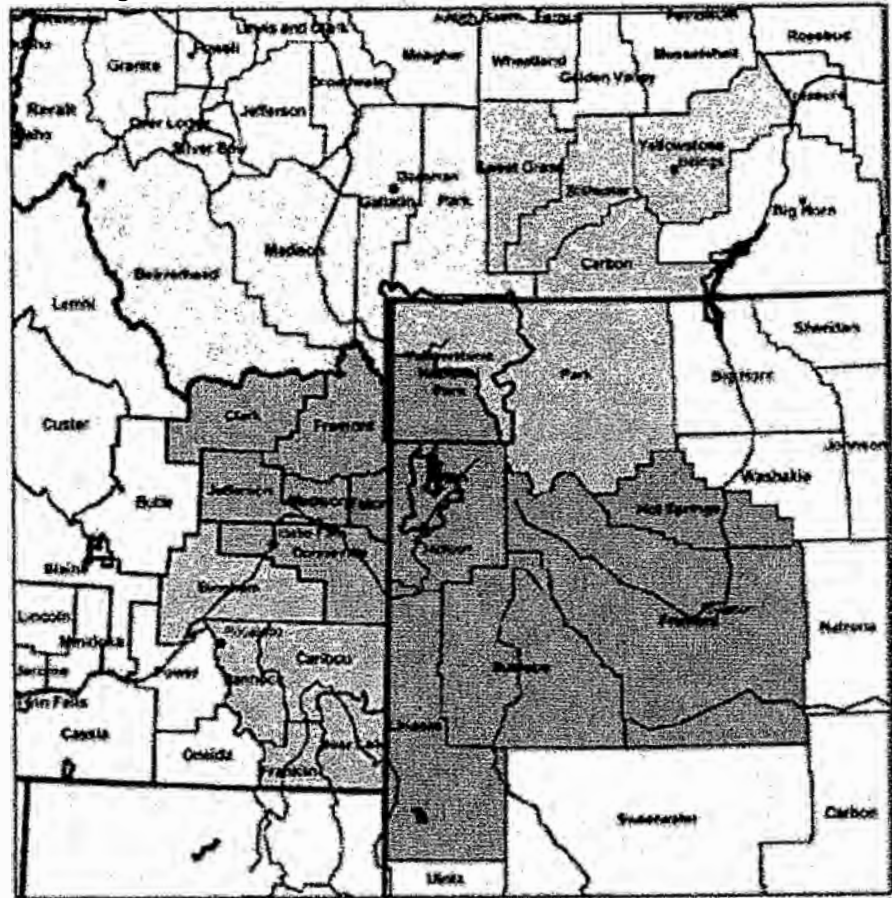
Many parts of this region have been experiencing rapid population growth and aging. Residential development and economic expansion are accompanied by shifts in income sources and industry composition. In order to understand these changes through a finer lens than a broad, region-wide look offers, parts of the analysis conducted during this project focus on six subregions.

## Regional trade centers focus economic activity

For the most part, these subregions are centered around the larger population centers that lie at the periphery of the Yellowstone-Teton region: Pocatello and Idaho Falls, Idaho; and Bozeman and Billings, Montana. (See map, upper right.) Each of these cities, while small by national and global standards, is a regional center that anchors economic activity within the larger region. Despite its small size, Jackson, Wyoming, functions in some ways as one of these regional centers. Thus, one of the subregions has Jackson as its core community. Although not large enough to be a true regional center, Riverton functions as a trade center for the two Wyoming counties in the southeast corner of the Yellowstone-Teton region. (See Technical Appendix A for more detail about the urban-rural characteristics of the region.)

Cities and larger towns are the centers of service activity. As economies become more rooted in service industries, the importance of these regional centers is magnified. Health services, advanced education and workforce development, media and information services, and government services are concentrated in these trade centers. The result is a hub of economic activity surrounded by a larger trade and service area.

Six Subregions



In the pages that follow, six subregions are used to organize the presentation of data and analysis. In graphs that present subregional data, a color consistently represents each geographic area. These colors help identify the data relevant to each subregion.

- Pocatello Region (Bannock, Bear Lake, Bingham, Caribou, and Franklin counties, Idaho)
- Idaho Falls Region (Bonneville, Clark, Fremont, Jefferson, and Madison counties, Idaho)
- Bozeman Region (Gallatin, Beaverhead, Madison, and Park counties, Montana)
- Billings Region (Yellowstone, Carbon, Stillwater, and Sweetgrass counties, Montana, and Park County, Wyoming)
- Riverton/Lander Region (Fremont and Hot Springs counties, Wyoming)
- Jackson Region (Teton, Lincoln, and Sublette counties, Wyoming, and Teton County, Idaho)

### Moving beyond the snapshots

As noted in the introduction, this report is comprised of snapshots—ways of looking at the region through different lenses. By themselves, these snapshots do little to suggest how to move forward.

That is where you come in.

Among the common themes that emerged during the community workshops that kicked off this project was this: The Yellowstone-Teton region suffers from a pervasive lack of communication and coordination. One need not look across major divisions such as state lines to encounter strangers. This lack of communication, common vision, and collaboration was identified as a problem *within* communities and *among* even neighboring communities.

We just don't know a lot about each other, which makes it difficult to understand this region and our opportunities for moving forward in concert. This report may provide a seed for strengthening relationships within communities, subregions, and the whole Yellowstone-Teton area.

The importance of these snapshots lies in their interpretation, how they are put into context, and the questions and conversations they prompt.

### Seasonality in Context

The concept of "off-season" applies differently in different places. Overall, seasonality does not appear to be a problem for the region's larger economies, although it poses challenges within certain industries or for particular employers. Growth outside the seasonal parts of the economy is strong in the region as a whole. Still, some places—especially smaller communities—experience seasonal fluctuations as a dramatic impediment to economic vitality.

This variation suggests that place-based strategies hold the most promise for progress on specific problems related to chronic seasonality.

Yet, trace the roots of a problem associated with seasonality (such as employee retention, under-employment, and housing availability), and you are likely to find connections to related issues in the larger economy.

### Work Together

These connections suggest that collaborative action, urban-rural partnerships, and other subregional or regional approaches could have value.

Pursuing economic development and solutions to seasonal challenges town-by-town or county-by-county ignores sub-

regional and regional connections. Cultivating relationships among neighboring communities expands the possibility of influencing local economic conditions.

### Think Strategically

Change is a given for the Yellowstone-Teton region. Dominant forces that will continue to direct change include:

- Continued population growth, led by newcomers moving to the region;
- A steadily aging population;
- Ongoing economic restructuring, with growth concentrated in service industries such as health care, accommodation and food services, and professional and technical services; and
- An increasing share of labor income from non-labor sources.

In this climate, positioning, timing, and strategic thinking are critical. Strategies for economic improvement must reflect where the economy is going, not where it has been. Seeing the bigger picture may also spark ideas that address multiple challenges simultaneously. For example, many people of retirement age still want to or need to work. At the same time, tightening labor markets will leave jobs unfilled. What types of adjustments (e.g., more flexible, part-time jobs) would help older adults remain in the labor force longer?

### Invest in Assets

In this region, there is plenty of experience investing in the development of natural resources. Our communities are less practiced at investing in a "human resource-based" economy. Well-designed, well-funded, adaptive systems for lifelong education and workforce development are essential for economic prosperity. Access to education must be dispersed outside of urban centers.

Investments in environmental quality, recreational facilities, regional transportation, health care, and educational and cultural assets pay off in quality of life for residents and long-term vitality for the region.

This project and report point out some compelling ways of understanding Yellowstone-Teton as an economic and social region. Leveraging that understanding can help the region's communities position themselves for future prosperity.

## List of Technical Appendices

These technical appendices are available for download from [http://www.yellowstonebusiness.org/our\\_programs/socio-economic\\_research/](http://www.yellowstonebusiness.org/our_programs/socio-economic_research/). Or, follow the links to "Socioeconomic Research" from the "Our Programs" tab on the Yellowstone Business Partnership homepage at <http://www.yellowstonebusiness.org>.

### Appendix A

#### Growth and Change in the Yellowstone Region

Prepared by Dr. Larry Swanson, O'Connor Center for the Rocky Mountain West, University of Montana. March 2007.

Analyzes key demographic and economic trends in the Yellowstone-Teton region and its subregions, and places them in the context of the Rocky Mountain West. Analysis includes: Urban/rural characteristics, population growth, shifting age composition, housing projections, personal income growth and composition, indicators of economic well-being, employment growth and change, trends in key economic sectors, residential adjustments in labor earnings, seasonal employment, and seasonal traffic flows.

### Appendix B

#### Subregional Profiles

Brief profiles of each of the six subregions and constituent counties, including educational attainment, median age, household income, seasonal housing, population change, median rent and homeowner costs, rental housing affordability, poverty rates, health insurance coverage, per-capita income, employment growth, and change in size of agricultural holdings.

### Appendix C

#### Summary of Community Workshops

The "Turning On the Off-Season" project began with a series of six community workshops around the region. These meetings were attended by a variety of community members from businesses and business groups; educational, cultural, and community organizations; government agencies and offices; and economic development groups. This document summarizes key themes from these workshops.

### Appendix D

#### Selected Results from YellowstonePark.com Survey of Visitors

Prepared by Yellowstone International Corporation, Lander, Wyoming. March 2007.

Summarizes market research from nearly 1,700 fall/winter/spring visitors or potential visitors to the Yellowstone-Teton area.

### Appendix E

#### Traffic Flow Data for Selected Sites

Data from automated traffic recorders for 53 sites around the region. Average daily traffic is charted for the early 1990s and early 2000s for each site, depending upon data availability. Three additional charts show changes in traffic flows over time for Idaho, Montana, and Wyoming highways in the region.

### Appendix F

#### National Park Visitor Data

Data from 1992 through 2006 reflecting monthly visitation by entrance gate at Yellowstone and Grand Teton national parks. Charts show the average monthly visitation for the early 1990s and early 2000s for each gate.

### Appendix G

#### Natural Assets and Opportunities

Maps and a list of information resources.

### Appendix H

#### Recreational Assets and Opportunities

List of facilities and information resources.

### Appendix I

#### Educational and Cultural Assets and Opportunities

List of institutions and organizations.

### Appendix J

#### Health Care Assets and Opportunities

List of major facilities and information resources.

### Appendix K

#### Transportation Assets and Opportunities

List of information resources.