

City of Boise and Partner Actions to Advance  
Economic Recovery and Resilience

# ECONOMIC RECOVERY TASK FORCE

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Recommendations

UPDATED JUNE 2021

SEPTEMBER 2020

## STATEMENT OF PURPOSE

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The worldwide COVID-19 pandemic has had a profound effect on our community and economy over the course of several months and will likely have long-term implications for residents and businesses alike. As Boiseans, we are fortunate to be a part of a close-knit, supportive community and to have a strong economy built upon enduring partnerships. Economic recovery from the effects brought by COVID-19 will require a strategic, community-based effort to craft an actionable recovery plan. The strategies and implementation actions will be shaped by leaders of our diverse economic community and guided by the Mayor's commitment to ensuring that Boise is a city that offers Opportunity for All.

## MAYOR'S STATEMENT

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The Economic Recovery Task Force has done an incredible job at taking a purposeful look at economic opportunities and deep vulnerabilities that COVID-19 has exposed in our city and region's overall economic health. While jointly defining what economic recovery means in the immediate future and long term, they have created a clear course of action, with the wellbeing of our residents and businesses at the forefront of their recommendations. With the goal of moving Boise towards economic resilience by leveraging our diverse community and wealth of resources, they are paving the way for a vibrant, creative economic future for everyone.

## PARTNER STATEMENT OF COMMITMENT

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As members of the Economic Recovery Task Force and leaders in the Boise community, we support and endorse these recommendations and will work as partners with the city and other members of our community to advance the goals set forth herein.

Signed,

*Members of the City of Boise Economic Recovery Task Force*

## MEMBERS OF THE CITY OF BOISE ECONOMIC RECOVERY TASK FORCE

The team is comprised of representatives from local organizations and institutions, business leaders from Idaho companies and policy experts at the regional and national level.

### FACILITATOR

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**CHARITY NELSON**, Director of Economic Development, Boise Valley Economic Partnership

### TASK FORCE MEMBERS

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**BILL AVEY**, Vice President, HP Inc.

**KAREN BILOWITH**, CEO, Idaho Community Foundation

**JOHN COLGROVE**, President, Intermountain Division, Albertsons Companies

**MARCELA ESCOBARI**, Senior Fellow, Global Economy & Development - Brookings Institution

**LISA GROW**, President & CEO of IDACORP, Inc. and Idaho Power

**JESSICA HUANG**, Doctor of Public Health, Harvard School of Public Health

**DANIEL MALARKEY**, Senior Fellow, Sightline Institute

**SKIP OPPENHEIMER**, CEO, Oppenheimer Companies

**MELANIE RUBOCKI**, Partner, Perkins Coie

**MICHAEL SATZ**, Education Consultant

**ANDY SCOGGIN**, CEO Scoggin Capital Investment, Operating Partner at StageDotO Venture Capital;  
Board Member, Idaho Business for Education

**ALEXANDER TOELDTE**, Board Member, Idaho Shakespeare Festival

**DR. MARLENE TROMP**, President, Boise State University

### CITY EMPLOYEES

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**ANDREA CANTOR**, Business Development Project Manager, City of Boise

**SEAN KEITHLY**, Director of Economic Development, City of Boise

**CHLOE ROSS**, Strategic Initiatives Program Manager, City of Boise

## TASK FORCE GOALS

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- Enlist a diverse group of community leaders to identify areas of strategic focus, priority projects, investments, funding sources and partners.
- Define what economic recovery means for Boise in the short, medium and long-term.
- Enhance economic resilience and agility.
- Strengthen relationships between the city, the community and our partners.
- Provide a clear course of action and a foundation for Boise's long-term economic development strategy.

## GUIDING PRINCIPLES

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The following guiding principles are fundamental to all aspects of the work of the task force:

### OPPORTUNITY

Respect and understand the varying experiences of each person in the city. Recognize how the pandemic and systemic injustices have disproportionately affected certain communities to enable rebuilding a more equitable city and restored social contract.

### PARTNERSHIPS

Connect and collaborate with a variety of stakeholders across the city to take collective action and improve efficiency and effectiveness of achieving common goals for sustainable progress.

### INNOVATION

Nurture individual and organizational creative capacity to rise to current challenges by generating solutions, strengthening existing systems, and leveraging the skills and experience of community members for a more promising future.

### ADAPTATION

Invest in growing the city's abilities to learn, prepare for uncertainties, act responsively and move forward with resilience toward recovery and renewal.

# PROCESS FOR DEVELOPING RECOMMENDATIONS

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The task force's recommendations were framed by recommendations prepared by broadly-represented community groups to advise the new mayor at the beginning of her administration on topics such as economic opportunity, housing, clean energy, transportation and inclusion. Task force members worked to align with the strategic priorities that the Mayor announced in late July.

After forming in May 2020, the task force developed recommendations following four (4) facilitated meetings, approximately two (2) hours each, designed to elicit ideas through an iterative process. The task force prioritized these recommendations into three strategic focus areas:

- 1) Public Health and Safety**
- 2) Housing and Populations Who Have Become Increasingly Vulnerable**
- 3) Employment and Workforce**

Each strategic focus area includes recommended actions and a general timeframe for achieving outcomes. Actions are further defined by how each will be carried out in terms of the role of the city and community partners, i.e.:

## CITY LEADS

The city is primarily responsible for delivery of the action through direct use of resources.

## CITY CONVENES

The city provides leadership, builds capacity and supports actions across organizations (cooperative leadership) – primary resource support comes from other organizations.

## OTHERS LEAD

Other organizations will provide leadership and resources; city supports.

*We will actively seek opportunities to engage community members in follow-up work based on the task force recommendations.*

## POTENTIAL POLICY RECOMMENDATIONS, ACTIONS AND INVESTMENTS

STRATEGIC PRIORITIES AREA	PUBLIC HEALTH AND SAFETY	
ACTION AREA	Provide leadership and direct resources to support a healthy, safe and resilient community	
SHORT-TERM (0 - 3 MOS.)		ACCOMPLISHMENTS
<p>[OTHERS LEAD]  <b>ADOPT BUSINESS HEALTH PLEDGE</b>                      Adoption of a Boise “health pledge” or similar, created by and for business owners to promote community trust, health and a path to safe, sustained re-opening. Align with public health district priorities, with a focus on self-enforcement.</p>	<ul style="list-style-type: none"> <li>Supported F.A.R.E Idaho Dine + Drink Safe Health Pledge</li> <li>Convened partners including State of Idaho for One Idaho Campaign to align messaging</li> </ul>	
<p>[CITY LEADS]  <b>DIRECT BUSINESS ASSISTANCE</b>                      Allocate Coronavirus Relief Funds (CRF) to assist businesses with purchases of Personal Protective Equipment (PPE).</p>	<ul style="list-style-type: none"> <li>Created grant program and allocated \$1.5M of CARES funds to small businesses through Municipal Small Business Grant Program</li> </ul>	
<p>[CITY LEADS]  <b>PROMOTE ACCESS TO BEST-AVAILABLE INFORMATION</b>                      Actively-maintain and promote online resources, such as the city’s COVID-19 webpage, to ensure equitable access to best-available health information at the local, state and national level.</p>	<ul style="list-style-type: none"> <li>Partnered with community and public health experts to track real time COVID-19 data and updates to keep public informed through timely website updates, community partner emails, social media content and press releases, when appropriate (ongoing)</li> </ul>	
MID-TERM (3 - 6 MOS.)		ACCOMPLISHMENTS
<p>[CITY LEADS]  <b>AMPLIFY PUBLIC HEALTH MESSAGING</b>                      Amplify public health protocols (e.g., those put forth by Central District Health or other agencies with jurisdiction).</p>	<ul style="list-style-type: none"> <li>Formed strong partnership with Central District Health (CDH) to elevate public health messaging and enforcement within the community</li> <li>Worked with CDH to create special event guidelines to allow businesses to operate safely (e.g. Big Sky Basketball Championships)</li> <li>Worked with Neighbors United to amplify public health messaging to the refugee and non-native English-speaking communities</li> </ul>	
<p>[CITY CONVENES]  <b>ADVANCE AND ALIGN PUBLIC HEALTH MESSAGING</b></p> <ul style="list-style-type: none"> <li>Collaborate with partners and community leaders to advance and align public health messaging campaigns.</li> <li>Leverage major institutions and highly visible elements of community pride (e.g., local sports teams or other prominent community figures) to provide leadership and messaging.</li> </ul>	<ul style="list-style-type: none"> <li>Worked closely with CDH to develop policy and adapt quickly to changing conditions</li> <li>Partnership w/ Saint Alphonsus, St. Luke’s and CDH for vaccination sites at Airport</li> <li>Hosted virtual town halls with doctors from refugee backgrounds: COVID and vaccine safety</li> </ul>	

<p>STRATEGIC PRIORITIES AREA</p>	<p><b>PUBLIC HEALTH AND SAFETY</b></p>	
<p>ACTION AREA</p>	<p>Provide leadership and direct resources to support a healthy, safe and resilient community</p>	
<p>MID-TERM (3 - 6 MOS.)</p>		<p>ACCOMPLISHMENTS</p>
<p>[CITY LEADS]  <b>ACTIVELY COMMUNICATE AND COLLABORATE WITH BUSINESS COMMUNITY</b></p> <ul style="list-style-type: none"> <li>• Work with business community to ensure operating protocols are appropriate and meet mutual goals for reopening.</li> <li>• Where appropriate, adopt ordinances to temporarily adjust permitting and regulatory framework.</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor-led calls with business community to proactively listen and inform leaders of ordinances and available resources</li> <li>• Worked with business and agency partners (e.g., CDH) to plan / respond / adjust as needed to quickly anticipate and accommodate changing conditions (example: Big Sky Tournament, Boise Centre events)</li> <li>• Adopted temporary ordinances to accommodate expanded patios and parklets</li> <li>• Continued business support for “Boise on the Block” Campaign to allow businesses to expand outdoor seating options to assist with increased occupancy to help compliance with COVID safety protocols</li> </ul>
<p>LONG-TERM (6 MOS. - 1+ YR.)</p>		<p>ACCOMPLISHMENTS</p>
<p>[CITY CONVENES]  <b>FACILITATE ONGOING ENGAGEMENT AND RESPONSE</b></p> <p>Engage business community, major institutions and government partners to ensure that policy responses are appropriate and supportive of business reopening and public health metrics.</p>		<ul style="list-style-type: none"> <li>• Communication to businesses and organizations regarding changing city policy and support as needed (ongoing)</li> <li>• Enforcement and support for businesses during mask mandate</li> <li>• Tailoring vaccine safety messaging to vulnerable populations by sharing information through trusted community leaders</li> <li>• Translated public health messaging into top seven (7) languages spoken in Boise</li> </ul>

STRATEGIC PRIORITIES AREA	HOUSING AND POPULATIONS WHO HAVE BECOME INCREASINGLY VULNERABLE	
ACTION AREA 1	Provide Resources to Support Housing Assistance for Increasingly Vulnerable Populations	
SHORT-TERM (0 - 3 MOS.)		ACCOMPLISHMENTS
<p>[CITY LEADS]  <b>PROVIDE COMMUNITY NON-PROFIT SUPPORT</b>            Provide targeted funding to non-profit organizations that aid most vulnerable populations (e.g., Community Development Block Grant funding).</p>	<ul style="list-style-type: none"> <li>Assisted / connected local non-profits to local and federal funding opportunities, e.g., Emergency Rental Assistance Program (ERAP), Community Development Block Grant (CDBG) grant funds and small business grant funds (up to \$15k)</li> </ul>	
<p>[CITY LEADS]  <b>FUND TEMPORARY, SAFE EMERGENCY SHELTER</b>            Continue to support partnerships that allow for expanded temporary, safe emergency shelter for vulnerable populations.</p>	<ul style="list-style-type: none"> <li>Worked with partners to expand temporary day shelter, emergency winter shelter and shelter for the medically fragile in hotels, to provide supportive services</li> <li>Continue to provide support to programs that help prevent homelessness among at-risk populations</li> </ul>	
<p>[CITY LEADS]  <b>LIMIT EVICTIONS AND IMPACTS OF INCREASED HOUSING COSTS</b>            Continue to manage an Eviction Prevention Fund to provide a safety net for residents experiencing a financial crisis.</p>	<ul style="list-style-type: none"> <li>Administered ERAP funding to help residents who struggle to pay rent or utility bills due to the COVID-19 pandemic</li> <li>\$100K provided to Jesse Tree for direct financial assistance for eviction prevention</li> </ul>	
MID-TERM (3 - 6 MOS.)		ACCOMPLISHMENTS
<p>[CITY CONVENES]  <b>LIMIT EVICTIONS AND IMPACTS OF INCREASED HOUSING COSTS</b></p> <ul style="list-style-type: none"> <li>Work with property owners and landlords to consider common-sense approaches to limit evictions and promote housing affordability.</li> <li>Consider judicial best practices from other areas to provide equitable resolution for renters with late payments</li> </ul>	<ul style="list-style-type: none"> <li>Worked with property owners and landlords to consider common-sense approaches to limit evictions and promote housing affordability.</li> <li>Considered judicial best practices from other areas to provide equitable resolution for renters with late payments.</li> <li>Partnered with Boise City/Ada County Housing Authorities to locally administer ERAP funds</li> </ul>	
<p>[CITY LEADS]  <b>LEVERAGE CITY-OWNED REAL ESTATE ASSETS TO INCREASE HOUSING SUPPLY</b>            Leverage city-owned real estate assets to support development of housing affordable for residents at all income levels.</p>	<ul style="list-style-type: none"> <li>Assessment underway for city owned real estate assets to be used to support and create more housing</li> <li>Acquired new real estate and worked with partners to develop publicly-owned assets for housing</li> </ul>	
<p>[CITY CONVENES]  <b>BUILD AND FURTHER PARTNERSHIPS TO CREATE PERMANENT SUPPORTIVE HOUSING</b>            Continue efforts to create permanent supportive housing through the Our Path Home, which include organizations in the private and non-profit sectors.</p>	<ul style="list-style-type: none"> <li>Our Path Home is in the process of creating a supportive housing action plan and project pipeline for our community members that need permanent supportive housing, especially single adults with chronic needs.</li> <li>Our Path Home is preparing to introduce the Campaign to End Family Homelessness</li> </ul>	



STRATEGIC PRIORITIES AREA	HOUSING AND POPULATIONS WHO HAVE BECOME INCREASINGLY VULNERABLE	
ACTION AREA 2	Increase Housing Supply and Options that Promote Affordability	
MID-TERM (3 - 6 MOS.)		ACCOMPLISHMENTS
<p>[CITY CONVENES]</p> <p><b>ADVANCE PUBLIC-PRIVATE PARTNERSHIPS TO CREATE PERMANENT SUPPORTIVE HOUSING</b></p> <p>Convene partners in support of Our Path Home, to increase housing options for vulnerable populations and address homelessness.</p>	<ul style="list-style-type: none"> <li>• Our Path Home has convened a group of stakeholders to begin securing units dedicated to households transitioning out of homelessness. The City of Boise is prioritizing the inclusion of dedicated units in housing projects in the pipeline.</li> </ul>	
LONG-TERM (6 MOS. - 1+ YR.)		ACCOMPLISHMENTS
<p>[CITY LEADS]</p> <p><b>ADDRESS PROPERTY TAX AND RELATED IMPACTS ON HOUSING AFFORDABILITY</b></p> <p>Consider impacts on housing affordability as part of budget decisions regarding city's share of property tax increases; consider other fees as appropriate.</p>	<ul style="list-style-type: none"> <li>• No base increase to property taxes in Fiscal Year 2021</li> <li>• Collaborated with Treasure Valley Partnership to lobby for meaningful relief from increases in housing costs during 2021 legislative session</li> </ul>	
<p>[CITY LEADS]</p> <p><b>INCREASE HOUSING SUPPLY FOR ALL</b></p> <ul style="list-style-type: none"> <li>• Identify policies and regulatory tools to increase housing supply; include evaluation of approaches in other similar metro areas.</li> <li>• Consider development incentives that promote housing affordability, such as density/FAR bonuses, as part of future zoning ordinance development.</li> </ul>	<ul style="list-style-type: none"> <li>• Passed demolition ordinance to limit illegal demolition/preserve naturally occurring affordable housing</li> <li>• Passed Housing Bonus Ordinance</li> <li>• Zoning code rewrite underway</li> <li>• Accessory Dwelling Unit (ADU) code amendment</li> <li>• The number of multi-family permits issued in April 2021 was 400% above April 2020</li> <li>• Collaboration with agency partners to develop assets for housing (e.g., 1715 W. Idaho and 10th + State redevelopment project)</li> <li>• Pilot Housing Incentive Program</li> </ul>	

STRATEGIC PRIORITIES AREA		EMPLOYMENT AND WORKFORCE	
ACTION AREA 1		Advance partnerships to provide grants and resource education / assistance	
SHORT-TERM (0 - 3 MOS.)		ACCOMPLISHMENTS	
<p>[OTHERS LEAD]  <b>CREATE OPPORTUNITIES THROUGH STRATEGIC PARTNERSHIPS</b>            Work with partners (e.g. Trailhead, Venture College, and Boise Startup Week) to highlight new workforce opportunities.</p>		<ul style="list-style-type: none"> <li>• Promoted “Survive to Thrive” series programming by Trailhead, Venture College</li> <li>• Met with key local educational institutions (higher ed, career / technical ed, and secondary ed), to support workforce development initiatives</li> <li>• Supported funding efforts for energy / climate track at Boise Entrepreneur Week (via federal funding grant)</li> </ul>	
MID-TERM (3 - 6 MOS.)		ACCOMPLISHMENTS	
<p>[CITY CONVENES]  <b>LEVERAGE CITY ASSETS AND RESOURCES FOR BUSINESS ASSISTANCE</b>            Use city resources as a platform (online, in-person) for those seeking business assistance and/or funding with grant process. Examples of resources could include the Small Business Development Center, Boise State Venture College, Trailhead and other local non-profit organizations.</p>		<ul style="list-style-type: none"> <li>• Created dedicated city website resources</li> <li>• Broadcasted/promoted information and resources to local networks as they are made available; used mayor communication channels as additional leverage when appropriate</li> </ul>	
ACTION AREA 2		Advance partnerships to provide grants and resource education / assistance	
LONG-TERM (6 MOS. - 1+ YR.)		ACCOMPLISHMENTS	
<p>[CITY LEADS/CITY CONVENES]  <b>ADDRESS CHILDCARE, EDUCATION AND HOUSING NEEDS TO SUPPORT WORKFORCE</b>            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.</p>		<ul style="list-style-type: none"> <li>• Convened a broad array of partners to address needs around childcare through Childcare Task Force</li> <li>• City applied and was accepted into a Bloomberg Harvard Innovation program to engage the community and create innovative approaches to address housing affordability</li> </ul>	

STRATEGIC PRIORITIES AREA	EMPLOYMENT AND WORKFORCE	
ACTION AREA 3	Support New- and Re-Skilling of Workforce <i>[Key focus area examples: childcare, early learning, cybersecurity, computer software / coding, construction, and healthcare]</i>	
SHORT-TERM (0 - 3 MOS.)	ACCOMPLISHMENTS	
<p>[CITY CONVENES]  <b>SUPPORT AND PROVIDE RESOURCES FOR ENTREPRENEURSHIP</b>            Amplify and/or direct support for community partners' entrepreneurship initiatives (e.g. events such as Boise Startup Week, programs convened by Trailhead, BSU Venture College initiatives, etc.), and actively seek new opportunities to advance entrepreneurship and creative economy employment.</p>	<ul style="list-style-type: none"> <li>• Continue support and sponsorship for Boise Startup Week, Trailhead, Treefort, SBDC Accelerator and other avenues for entrepreneurship</li> <li>• Actively engaging organizations and events that support entrepreneurs aligned with mayor goals and initiatives, such as Idaho National Laboratory, Center for Advanced Energy Studies (CAES)</li> <li>• Lobbied at state level to support Save Our Stages Act for emergency relief for event venues</li> <li>• Actively exploring, scoping, and executing project opportunities to expand infrastructure and resources for entrepreneurs</li> </ul>	
MID-TERM (3 - 6 MOS.)	ACCOMPLISHMENTS	
<p>[CITY LEADS]  <b>IDENTIFY AND ADVOCATE FOR RESOURCES THAT ENCOURAGE WORKFORCE EFFICIENCY</b>            Identify resources available to state and/or local governments for job-sharing, and work with partners at the state and federal level to seek meaningful opportunities for funding and logistical support.</p>	<ul style="list-style-type: none"> <li>• Ongoing work to identify and prioritize potential federal resources as appropriate</li> </ul>	
LONG-TERM (6 MOS. - 1+ YR.)	ACCOMPLISHMENTS	
<p>[OTHERS LEAD]  <b>IDENTIFY POTENTIAL NEW LICENSING/ CERTIFICATION/DEGREE PROGRAMS IN AREAS OF CRITICAL NEED</b>            Identify potential licensing and/or certification and/or degree programs to meet new workforce needs and advance 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.).</p>	<ul style="list-style-type: none"> <li>• Boise State University Venture College partnered with Idaho State University, University of Idaho, and the Center for Advanced Energy Studies (CAES) to create Idaho I-Core Ignite (4 week) pilot program</li> <li>• Exploring opportunities to collaborate with CWI on Work-Based Learning Initiative ("Learn/Do/Earn") and potential connection to apprenticeship programs</li> <li>• Trailhead: Virtual learning series focused on entrepreneurs</li> </ul>	

STRATEGIC PRIORITIES AREA		EMPLOYMENT AND WORKFORCE	
ACTION AREA 4		Connect Businesses and Organizations at Multiple Scales to Encourage Resource Sharing and Best Practices	
SHORT-TERM (0 - 3 MOS.)		ACCOMPLISHMENTS	
<p>[OTHERS LEAD]</p> <p><b>BUILD/MAINTAIN BUSINESS ADVISORY GROUP(S)</b></p> <p>Convene one or more advisory groups to provide peer-to-peer guidance for recovery-related business best practices, training needs, professional service support (e.g., accounting), work-sharing opportunities, “pivot” strategies, etc.</p>		<ul style="list-style-type: none"> <li>• Childcare Advisory Committee</li> <li>• City-wide Advisory Committee for Zoning Code Rewrite</li> <li>• Economic Development Strategic Plan – stakeholder engagement effort</li> </ul>	
ACTION AREA 5		Identify and promote job opportunities to support a clean energy transition	
MID-TERM (3 - 6 MOS.)		ACCOMPLISHMENTS	
<p>[CITY LEADS]</p> <p><b>DEVELOP PILOT PROJECTS WITH PARTNERS DEMONSTRATING PRACTICAL SOLUTIONS FOR LOW-CARBON HOUSING AND MOBILITY.</b></p> <p>Partner with Idaho Power, CCDC and others on high-efficiency, clean energy solutions to housing and downtown mobility.</p>		<ul style="list-style-type: none"> <li>• Developed Climate Action Road Map</li> <li>• Collaborated with CCDC on 10th + State redevelopment RFP for housing + mobility infrastructure</li> <li>• Youth Climate Action Committee</li> <li>• Expanding accommodations for new mobility technology, such as self-repositioning e-scooters.</li> </ul>	



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