Baker Avenue City Property
Development Program - Phase 2A Report
Prepared for the City of Whitefish, Montana

July, 2002

Prepared by the Jobs For Whitefish Taskforce and Tom Hudson Company

City of Whitefish, Montana
Phase 2A Report: Baker Avenue City Property Development Program
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The Goals of Rural Development

There is no single definition of rural economic development. Typically it is described in terms of its objectives. These are most commonly described as the creation of JOBS and WEALTH, and the improvement of the QUALITY OF LIFE in rural areas.

Rural economic development can also be described as a process that influences the growth and restructuring of an economy to enhance the economic well-being of rural communities.

The well-being of America's rural people and places depends upon many things including:

- The availability of good-paying jobs
- Access to critical services, such as education and health care
- Strong communities
- A healthy natural environment

From the International Economic Development Council

Whitefish Needs Quality Jobs and a Diversified Economy

For over a decade, some key components of Whitefish's economy have been weakening, with two being critical. First, the proportion of new jobs that offer a livable wage career is too small for the existing population. This places pressure on citizens to relocate or at least commute. Neither is a healthy condition for a community's vitality. Second, the cost of housing has reached the point where the average new home costs four times what an average citizen can afford. This is due primarily to the rapid evolution of the community to an economy dominated by resort tourism.

People are keenly aware of the concept of economic monopoly. For generations, rail maintained a singular dominance here in jobs and incomes. When the rail industry experienced a major decline here, there was no system in place to seek diversification or even economic replacement. Jobs were lost; businesses closed. People who remained were left with little more than their sense of community and extraordinary natural surroundings to tout as advantages for coming here.

In the absence of strategic guidance, the economy backed into a different kind of monopoly: resort tourism. Outside developers discovered Big Mountain and the potential for private luxury housing developments. This did wonders for the construction industry, which continues to flourish. However, one monopoly was traded for another. The new one is bringing substantial changes to local sense of community, cost of living, and jobs. The magazine Urban Land recently presented an article about the remarkable impacts this change is bringing. (See article Page 5.)

These changes are not all desirable. Whitefish's proportion of businesses focused on tourism and retailing is 37% higher that the rest of the County. Jobs in these sectors offer incomes notoriously lower than most others. Meanwhile, Whitefish's cost of living is significantly higher than the rest of the County which itself has one of the highest costs of living in the state. It is even higher than that in Spokane, Boise or Cheyenne.

Table 1
Housing Sales in Flathead County

Area	Increase in Units Sold from '99	Median Price	Increase in Price from '99
Whitefish	24%	$148,000	9%
Columbia Falls	16%	$96,000	5%
Polson/Lake City	12%	$143,450	20%
Kalispell	12%	$116,000	6%
Bigfork	3%	$155,500	4%
Lakeside/Somers	-10%	$201,000	39%

Source: Northwest Assn. of Realtors

Whitefish's movement toward resort tourism needs to be balanced by diversification that will provide career-oriented livable wage jobs.

One of the driving forces in Whitefish's high cost of living is the increase in real estate values. Table 1 at left demonstrates that Whitefish has the third highest median price for homes of any community in the county, and the highest increase in units sold. In spite of this, Whitefish has the lowest rate of population increase which points out the presence of many second homes. This fact is further evidence of Whitefish's tourism dependent economy.

The increase in unit sales from 1999 is 50% greater than that in the next highest growth-rate town. Many locals have come to realize that if they didn't already live in Whitefish, they couldn't afford to now. They also recognize that it may be impossible for their children to find a home here. In fact, the cost of housing in Whitefish is now substantially higher than the average local wage earner can afford (see Wages, Figure 1 on the next page).

These are the kinds of concerns that led the City of Whitefish and Jobs for Whitefish Taskforce to take action in 2001. Using City property on Baker Avenue as a starting point, this team proposes to address the following business development goals as top priorities:

- More career-oriented, higher paying jobs
- Supports growth of existing local businesses
- Fits Whitefish character
- Complements existing business
- Supports diversification
- Complements/exploits existing assets
- Supports business growth

Over the past year of discussion the team also considered and defined further secondary business development priorities as follows:

- Provides goods/services to local/regional customers
- Provides goods/services for export out of the region
- Protects the environment
- Ensures business stability
- Provides "career" jobs
- Protects local values
- Provides adequate number of jobs
- Addresses need for public services
- Considers Great Northern Industrial Park
- Provides mixed use, including housing

These priorities combine to set a community-based framework for future business development. Subject to City Council refinement, they will guide all programming aimed at building a diversified, healthy economy that enables local citizens to live, work and play here year-round.

These priorities were used by the Taskforce as a measure of relative fit between local values and business sectors best suited for development. Literally all business sectors listed in the Standard Industrial Code system were evaluated. The results are shown in Table 2. Top scores were attained by Education, Communication Services, Health Services and Food/Kindred Products Manufacturing. Any sector with a score of 2.5 or higher is seen as a relatively good target for Whitefish, both in business retention and recruitment.

Figure 1: Flathead County Wages as a Proportion of National Wages

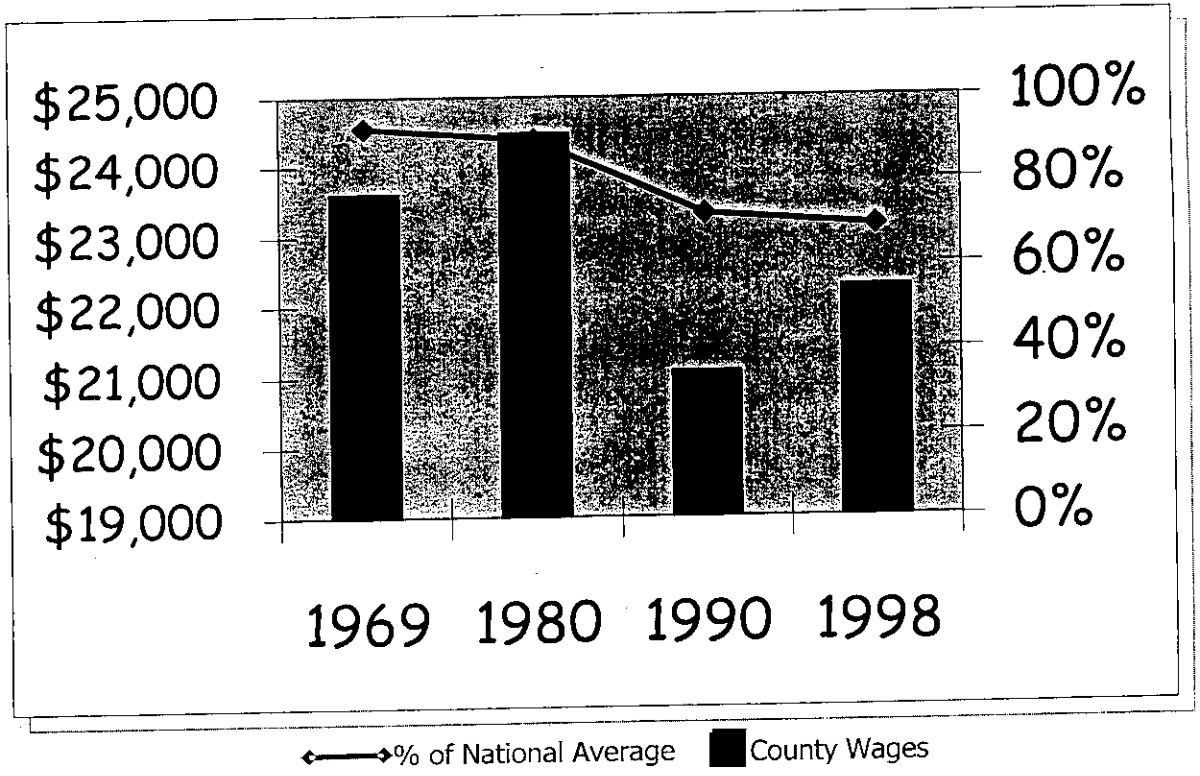


Table 2: Comparison of Business Sectors to Community Values

Higher Ratings Identify Better Match, with 5.0 Being Perfect

Rating (Hi to Low)	Division	Employer Category
4.1	Service	82: Educational Services
4.1	Pub Adm	96: Administration Of Economic Programs
3.9	Tech Svc	48: Communications
3.8	Service	80: Health Services
3.8	Manuf'g	20: Food / Kindred Products
3.8	Pub Adm	95: Administration Of Environmental Quality / Housing Programs
3.4	Manuf'g	25: Furniture / Fixtures
3.2	Manuf'g	35: Industrial / Commercial Machinery / Computer Equipment
3.2	Manuf'g	36: Electronic / Other Electrical Eqpt / Components, Except Computer Eqpt
3.2	Manuf'g	38: Instruments; Photographic, Medical Optical Goods; Watches Clocks
3.2	Service	87: Engineering, Accounting, Research, Management, / Related Services
2.9	Construc'n	15: Building Construction General Contractors / Operative Builders
2.9	Construc'n	17: Construction Special Trade Contractors
2.9	Pub Adm	91: Executive, Legislative, / General Government, Except Finance
2.9	Pub Adm	92: Justice, Public Order, / Safety
2.9	Pub Adm	93: Public Finance, Taxation, / Monetary Policy
2.9	Pub Adm	94: Administration Of Human Resource Programs
2.8	Service	73: Business Services
2.5	Manuf'g	24: Lumber / Wood Products, Except Furniture
2.5	Manuf'g	27: Printing, Publishing, / Allied Industries
2.5	Fin,Ins,RE	60: Depository Institutions
2.5	Fin,Ins,RE	61: Non-depository Credit Institutions
2.5	Fin,Ins,RE	62: Security / Commodity Brokers, Dealers, Exchanges, / Services
2.5	Fin,Ins,RE	63: Insurance Carriers
2.5	Fin,Ins,RE	64: Insurance Agents, Brokers, / Service
2.5	Fin,Ins,RE	65: Real Estate
2.5	Fin,Ins,RE	67: Holding / Other Investment Offices
2.4	Tech Svc	43: United States Postal Service
2.4	Service	76: Miscellaneous Repair Services
2.4	Pub Adm	97: National Security / International Affairs
2.3	Service	81: Legal Services
2.3	Service	83: Social Services
2.2	Pub Adm	99: Nonclassifiable Establishments
2.1	Tech Svc	47: Transportation Services
2.1	Service	70: Hotels, Rooming Houses, Camps, / Other Lodging Places
2.1	Service	75: Automotive Repair, Services, / Parking

Growing Pains

by Jenny Dalen

Heralded for its down-home personality and recreational offerings, Whitefish, Montana, is changing from an old railroad town to an upscale resort community.

For years, some properties, towns, and even regions may sit unnoticed. Then, one day—boom—they are discovered and they suddenly become desirable, sought after, in high demand. The discoverer may be a developer looking for the newest best place or a writer publicizing an off-the-beaten-path destination. Or the real estate may have just come of age, as is the case with the mountain town of Whitefish, located in the top northwest part of Montana, near the borders of Idaho and Canada.

While Whitefish has always had a handful of million-dollar residences around lakes and on ranches outside of town, these homes have been interspersed among modest cabins and old homesteads. In the last few years, however, a new type of upscale living has found its place in Whitefish: private luxury developments. The largest one came on the scene in 1997, after years of battling with the local city council for approval. Iron Horse now sits north of town with 315 homesites and a Tom Fazio–designed golf course. Other similar upscale residential developments include Grouse Mountain Estates, with fiber-optic wiring at all 52 homesites; Lion Mountain Ranches, with more than 24 multiple-acre parcels looking down on Whitefish Lake; and Highland Meadows, with 18 20-acre parcels on the saddle of three converging mountains. Believing the sites would never sell, locals at first scoffed at the prices at the four developments, which start at $140,000 for a half-acre lot at Grouse Mountain Estates and go up to $3.25 million for 12 acres at Iron Horse. Today, however, the properties are well on their way to sellout, while high-end real estate plans already are underway for yet another Whitefish hilltop. Big Mountain, the local ski resort, announced in March that it too would target baby boomers and their high discretionary income with a $300 million expansion of commercial and real estate offerings.

For other mountain towns like Vail or Aspen, Colorado, luxury additions are old hat—developments come and go all the time. For Whitefish, though, not only has its real estate undergone transformation, but also the town's identity has undergone change. While some local residents praise the growth as a needed boost to the economy, others fight it, wishing the town could go back to the way it was.

"Over the last few decades, the image has been changing," explains city manager Gary Marks, noting that this growth is particularly unsettling for locals who previously viewed Whitefish as a railroad and logging town. "This place is attractive to people with means. They like the mountains, the lake, the escape from the big city hustle and bustle." As more wealth has entered, the town has changed into an upscale resort community—quite a jump from its former self, a working town that just happened to have a ski hill. Marks contends that the two identities can co-exist if growth is planned smartly so that Whitefish does not become solely high end, without any affordable options.

WHITEFISH'S CURRENT DEVELOPMENT-RELATED WEAKNESSES OUTWEIGH ITS STRENGTHS

Strategic development takes into account strengths, weaknesses, opportunities and threats. The Taskforce identified eleven primary strengths that should be considered in economic development programming. They are:

- Access to Glacier National Park Visitors
- Natural Environment
- Airport & Rail Access
- Flathead Valley Community College: Workforce Training, Continuing Education
- City Land on Baker Avenue
- Skilled Workforce & Underemployment
- Proximity to Canada
- High Speed Telecommunications Infrastructure
- Health Care
- Quality of Life: Downtown, Arts, Education, Outdoor Recreation
- Existing Services (Retail Goods and Services, Professional Services)

These strengths are substantial and will contribute to strategic development when the community is ready. However, they are outweighed by a set of weaknesses that in sum make it difficult for Whitefish to serve the business community competitively at this time. Fortunately, many of them can be addressed through strategic action. Weaknesses include:

- Cost of Living (Especially Housing)
- Remote Location
- No Economic Team
- No Economic Mission/Strategy
- Kalispell is More Competitive for Business Development
- No Incentive Package, Limited Access to Development Funds
- Anti-Growth Sentiment, Legacy in Government
- Limited Ancillary Services Business Sector
- Lack of Affordable Business Space
- Weather

Quality of Life

Quality of Life is the economic well being, life style, and environment an area offers. Improving the quality of life is the ultimate aim of economic development programs and initiatives. A balance has to be maintained between encouraging the growth of the local economy, while limiting impacts upon the quality of life. In this post-industrial / new economy people are increasingly seeking better quality of life, including:

- Well paid jobs
- Quality education / life long learning
- Medical facilities
- Quality and affordable housing
- Low pollution / environmental damage
- Public amenities
- Low crime
- Recreation, entertainment and intellectual stimuli
- Low cost of living / low taxation
- Aesthetic build and natural environment

Trends in Quality of Life as an Economic Development Tool

The Urban Design Institute of Pittsburgh has found that quality of life is now the main consideration among young knowledge workers of the New Economy in selecting a place to work:

> "Young worker lifestyles fit no earlier pattern in history. They are on a 24 hour/7-day-a-week schedule-- long, untraditional work hours. They marry late and have fewer children. They like diversity in race, nationality, culture."

This new generation of entrepreneurs and workers move around among jobs and locations and they'd just as soon rent as buy. Whether it's cappuccino or a movie, they want it when they want it. Many prefer to walk, bike or roller-blade to work than drive. They like transit and may not even own cars. They want the environment protected and they see the outdoors as an amenity. So they're looking for bike trails and kayaking and rock climbing. They've money to spend. They tend to reject the suburbs in favor of funky city neighborhoods. They're into authenticity. They like old buildings or new buildings that look like old buildings."

A National Checklist of Quality of Life Assets:

- Talented youth, the new key to any truly successful economy, look for high-grade natural environments and places with real urban charm, sociable and walk-able places with restaurants, cafes, bars night-clubs health clubs, and public spaces.
- High School, college and university standards are a key consideration for families moving into an area. Relocating or expanding businesses also place a strong emphasis on education standards to encourage existing employees to move, attract new employees and to take advantage of a well-educated workforce.
- Businesses migrate to areas where the quality of life matches the group of employees that they are trying to attract. Many areas are trying to attain a mix of urban and rural to help foster new economy businesses and workforce. Urban lifestyles cater for young professionals and start up businesses. Rural/suburban lifestyles cater for family orientated workforce.
- Taxation is an important component of quality of life – low taxes enable people to have more disposable income.
- Professionals planning to start a family are moving from California and New York to areas such as Philadelphia which offer lower costs of living, less pollution, open spaces, lower crime, while offering employment in similar fields, or enable professionals to begin their own business.
- Open space is an economic necessity for metropolitan areas. Many factors influence the decision of a company or an individual to move into or out of a city, with a major consideration the cities quality of life. Parks, trails and aesthetics are critical variables in the quality of life equation. Improving the quality of life through the expansion and enhancement of public open space is a key initiative of many urban areas.
- Urban areas are rapidly improving their transport and technology infrastructure to provide both for the professional and personal requirements of entrepreneurs.

The key question is, 'Which strengths should be tapped and which weaknesses should be addressed in building a strategic business development program?' This report provides specific guidance on how to respond to the question. The answers are greatly influenced by opportunities and threats that Whitefish faces as a business center. Major opportunities include:

Major Opportunities for Whitefish in Economic Development

- Help local businesses and entrepreneurs grow more effectively by establishing a better economic development support system.
- Capitalize more heavily on the millions of visitors who come to the region annually.
- Tap Whitefish's extraordinary natural environment to recruit employers whose clients will be drawn by this asset (e.g., a culinary institute).
- Use Whitefish's economic weaknesses (narrow economy, high cost of living, limited career-oriented jobs, etc.) to attract outside economic development resources.
- Establish a clear economic development mission that is embraced by both the private and public sectors.

Whitefish faces several key threats as well. Among them are:

Major Threats for Whitefish in Economic Development

- Regional competition: Whitefish has a significant number of competitors with similar strengths and fewer weaknesses. (See Table 2.)
- Absence of clear support for local economic development. City council has been perceived to be anti-business over the years. Currently, the City does not have an economic development strategy or mission.
- The absence of an economic development team or leadership will make it harder for Whitefish to compete for desirable business growth.
- Cost of living in Whitefish is rising and will make it harder to keep, let alone attract, businesses if this and other weaknesses aren't successfully addressed soon.
- The absence of a bona fide economic development tool set, including incentives, makes it difficult to compete for desirable business growth with regional communities that have such tools.

Small Business Development

America's 25 million small businesses employ more than 50 percent of the private work force, generate more than half of the nation's gross domestic product, and are the principal sources of new jobs in the U.S. economy. The importance of small businesses has led to improvements in the environment within which small businesses operate, with a proactive approach used to assist small business owners.

Since the U.S. Small Business Administrations's definition of small business is any business with fewer than 500 employees, small businesses vary widely in size and character. Many small businesses distinguish themselves by being innovative, flexible, and strongly tied to the community. Small businesses often require economic development finance tools and programs to grow and develop new products. Venture capital can be important for small businesses with high growth potential.

An Inventory of Land is Not Enough to Attract Business Recruits

City leaders decided something must be done to strengthen and diversify the local economy in 1994. One of their primary acts toward this end was the 1999 acquisition of land along Baker Avenue that could be used to attract new businesses. This intuitive step was a good one since Baker holds promise as a commercial district. However, leaders soon found that the land by itself was not enough to create the changes that are needed.

In 2001, the City hired an outside team of specialists to guide further development efforts. In August, the team reported the following conclusions back to the City:

1. Was the Baker Avenue property a good purchase? *YES*
2. Can it be developed successfully? *YES*
3. Should it be developed as a traditional business park? *NO. Our research demonstrates that there is ample land available in the valley for this purpose. The City would find itself competing heavily with the private sector in a relatively weak market. (See Figure 2.)*
4. More fundamentals are needed to attract desirable development. These include:
   - Stronger development incentives: proactive government
   - Retention team should be created to provide business support services
   - The team should collaborate with "Jobs Now" in building this system
   - The City should give priority to enhancing and sustaining a high quality of life in Whitefish. Several issues should be given high priority:
     i. High cost of living
     ii. Improve the variety and affordability of housing
     iii. Sustain the traditionally strong sense of community
     iv. Support access to continuing education
     v. Continue downtown revitalization
     vi. Support strong schools
     vii. Assure continued access to high quality, affordable medical care
5. Some other land uses may provide higher "community" benefits than business.
6. Demand will eventually find the City's Baker Avenue property. However, the question is, will development be timely or desirable if the City does not take an active role in the process. The planning specialists and the City's Taskforce agreed that the answer to both is most likely "No."

Figure 2:
Business/Industrial Parks in the Flathead Valley

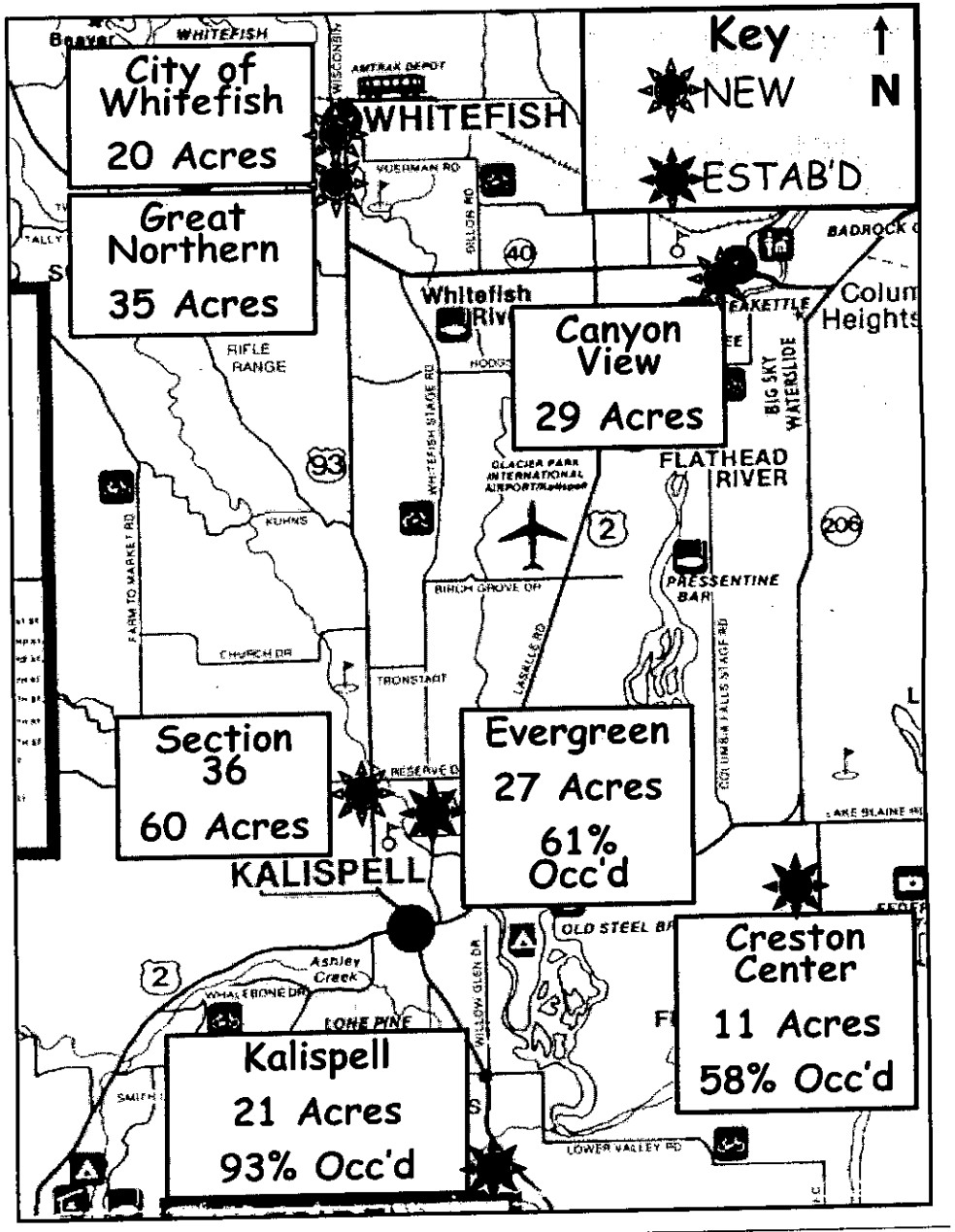
	Acres	Occupancy
Established Parks	59	Moderate
New Parks (in 2001)	144	
Growth in Acreage	227%	

Demand:

Moderate, Growing Slightly

Conclusion:

Supply Greatly Exceeds Demand



Trends in Business Recruitment and Attraction

- *Site selection* is the process by which businesses seeking to invest a large amount of resources seek out a new location for their facilities
- A 1999 survey of corporate executives with site selection responsibilities cites that the Internet's importance as a recruitment tool increased two-fold from 1996.
- Financial incentives almost always influence the site selection process for medium and large sized businesses.
- Communities seeking to target their spending on recruitment use cluster analysis to focus their marketing and recruitment efforts to specific kinds of businesses.
- Workforce development incentives have become an important business attraction tool.
- Quality of life attracts businesses and workers because a business wants most of its workers to move with it.

International Economic Development Council

THE CITY NEEDS SMALL BUSINESS DEVELOPMENT

Public input on the City land project over the past year has been very consistent. A focus on small business development that provides high quality jobs and diversification is the top priority. The planning team's findings are entirely consistent with this orientation. Eighty percent of America's new jobs over the past decade have come from small businesses, not large corporations.

Whitefish is Not Yet Ready to Conduct Systematic Recruitment

As of June, 2002, Whitefish has very few assets that make it competitive for business recruitment from outside this region. Consider the following:

- Montana itself is relatively weak as a recruiter. The state's tax laws, geographic isolation, sparse population, distance to major markets, harsh winter climate, limited development incentives and other general weaknesses all contribute to this problem. Recently, state government has given greater priority to economic development. New tools are being created, many of them genuinely competitive. However, the statewide "team" is still fairly unorganized. Implementation and provision of economic development support is broadly criticized. For now, being a town in Montana does not count as a competitive advantage.
- Kalispell is positioned to compete most effectively in Flathead County for new business. It is centrally located, making its capacity to draw employees from around the region strongest. It has the greatest number of ancillary business services. Its cost of living is relatively low. Its government and regulatory environment are clearly business-friendly. (The City of Whitefish has an unambiguous reputation for being unfriendly to business and industry.)
- It is unclear what the economic development mission is for the City of Whitefish. The City has no explicit mission on this fundamental issue and no strategic plan to guide development.
- Whitefish has no formal business recruitment team, which makes it very difficult to mobilize and tap recruitment opportunities. Without a local recruitment partner, Jobs Now is heavily constrained in its efforts to attract new recruits to Whitefish.
- Whitefish has no clear set of business recruitment tools or incentives. To be competitive, Whitefish needs to build this set in a form consistent with its

Is Recruitment Whitefish's Best Option for Economic Development Today? Consider These Facts:

- Nationally, as much as 80% of an area's job growth comes from existing companies, not new ones (per Massachusetts Institute of Technology).
- The number one way CEOs evaluate a community for investment is by talking to local CEO's (per Development Counsellors International).
- Fewer than 200 major businesses relocate or expand each year, and more than 15,000 economic development organizations are pursuing them (per International Economic Development Council).

development goals. Other communities that endorse recruitment have these in place, as well as a team to wield them.

Table 3 (on Page 13) provides an evaluation of Whitefish's current capacity as a business recruiter. Table 4 (on Page 14) compares Whitefish to competing communities in business recruitment in the intermountain northwest. In brief, Whitefish isn't ready to emphasize recruitment and it is currently a weak competitor. A system of local development tools and other refinements are needed to make Whitefish capable of sustaining and growing existing businesses. Creating this system should be the City's first priority. Once the system is soundly in place, the community will be able to more effectively engage in other improvements that can support strategic recruitment.

Until these issues are addressed, business recruitment will remain extremely difficult to undertake in any systematic way. The Jobs for Whitefish Taskforce, meanwhile, is working with its planning team and Jobs Now to build a basic business assistance team. This team will focus on supporting Jobs Now in its recruitment efforts by acting as a local partner in seeking desirable recruitment candidates. As these efforts grow, the City should focus on five activities to support locally appropriate development:

1. Define a Vision and Mission for economic development
2. Refine the regulatory framework to make sure that it supports the Vision and Mission
3. Consider and establish an incentive package that the City can sustain
4. Become an active business assistance team member
5. Save City dollars earmarked for the Baker Avenue property to match future development grants for the site

Are these observations a major blow to the community's development priorities? The answer is an emphatic 'No'! Growing from within is not only desirable, it is what most strategic communities are already doing. There is more to be gained by concentrating first on making Whitefish a great place to be in business.

Table 3: How Does Whitefish Measure Up as a Potential Recruiter?

Recruitment Tool	Whitefish's Grade	Priority	Comment
Business Assistance Tools	D	Hi	Needs Attention Now
Business Assistance Team	F	Hi	Needs Attention Now
Local Support for Business Development	D	Hi	Needs Clarification Now
Financial Incentives	D	Hi	Needs Attention Now
Cost of Living	D	Hi	More Affordable Housing Needed
Workforce	B	Hi	More Workforce in Kalispell Area
Quality of Life	B+	Hi	
• Well paid jobs	D	Hi	Main Purpose for Action
• Quality education / life long learning	C	Hi	
• Medical facilities	A-	Med	
• Quality and affordable housing	D	Hi	Needs Attention Now: Affordability
• Low pollution / environmental damage	A	Med	
• Public amenities	B	Med	
• Low crime	A	Med	
• Recreation, entertainment	B	Med	
• Culture & Arts	C	Med	
• Low cost of living / low taxation	D	Hi	Needs Attention Now
• Aesthetic built and natural environment	A	Med	
• Weather	D	Med	
Internet Infrastructure	A	Hi	
Transportation Access			
Highway/Road	D	Med	Remote Town
Airport	A-	Med	Exceptional for Town Size
Rail	A-	Med	No Intermodal, National Line
Education	C+	Med	No University; FVCC Great Asset
Ancillary (Support) Services	C	Hi	Business Retention Pgrm Needed
Available, Affordable Land	C-	Hi	Needs Attention Now
Available Built Space	D-	Hi	Needs Attention NowRegulatory
Environment			
OVERALL GRADE AS POTENTIAL RECRUITER	C-		

Table 4: Whitefish and Its Regional Competition in Business Recruitment

Traditional Reasons to Locate in Rural Areas	Whitefish	Kalispell	Missoula	Bozeman	Great Falls	Billings	Helena	Boise	Spokane
Low operating costs	1	2	2	2	2	2	2	3	3
Affordable land costs	0	3	2	-2	3	2	0	2	2
High quality of life	2	3	3	3	2	2	3	3	1
Available, Motivated workers	3	4	2	2	3	2	2	3	3
Reduced crime	4	4	3	3	3	3	3	0	-2
More room for expansion	1	2	2	3	3	3	2	4	4
Lower rent rates and property costs	0	3	2	-3	4	2	0	3	3
Lower employee acquisition costs	1	2	2	2	2	2	2	3	3
Availability of a variety of tax incentives	-3	1						4	4
Lower taxes	-2	-2	-2	-2	-2	-2	-2	4	2
Typically lower costs of housing & cost of living	-2	3	0	-2	0	0	0	1	1
Easier access to decision makers	2	3	3	3	3	3	3	-1	-1
TOTALS	7	28	19	9	23	19	15	29	23

Comments: Table 4 compares Whitefish to eight other regional communities in terms of business recruitment assets. Each community was rated against twelve traditional reasons businesses consider for relocating to nonmetropolitan areas. Scores range from a high of five to a low of negative five. Tom Hudson Company rated these communities based on internet research, limited interviews in some communities, and the firm's own experience. While the results are clearly subjective and unscientific, Whitefish is definitely weak in many critical areas.

Companies will weigh the listed 'Reasons' above differently depending upon their needs. There are certainly businesses that will be more attracted to Whitefish given the match of its assets with their unique priorities. Consequently, the table should be seen as a general guide for comparing relative competitiveness.

What the Competition is Doing: A Look at Great Falls Economic Development

BROADENING THE BASE, STRENGTHENING THE FRAMEWORK (From City of Great Falls Website)

A Strategic Plan for Economic Development in Great Falls
Introduction to the Public Draft

It has been over two decades since Great Falls has had any significant economic growth. Through the 1980s there was essentially no growth in Great Falls, and in the 1990s the growth rate averaged less than 1% per year. Various local organizations...have all been involved in economic development to some degree, but there has never been a concerted effort at producing a focused strategic plan to expand and diversify the local economy.

That picture changed in 2000 with the creation of the Community Economic Development Council. The CEDC was spearheaded by the Chamber, whose Chairman of the Board also chairs the Council. It brought together all of the local organizations having some aspect of economic development as part of their mission, and through communication and collaboration, set out to coordinate each organization's activities.

The CEDC was formed for two basic reasons: 1) to provide a communication platform for all of the organizations working on economic development, and 2) to establish the teamwork necessary to create and implement a coordinated plan for expanding the local economy -- a greater, more comprehensive task than any one organization could take on.

Key Elements of the Strategic Plan:
PRINCIPLE #1: A diversified economy provides the necessary foundation for thriving, sustainable economic development.
PRINCIPLE #2: Retaining established business is vital to any successful economic development program.
PRINCIPLE #3: Quality of life is a key factor in stimulating and sustaining economic growth.
PRINCIPLE #8: Collaborative approaches to economic development promote the innovation, commitment, and resource stewardship that define good communities and good economies capitalize on their assets.

STRATEGY 1. Attracting new primary-sector employers to the Great Falls area.
STRATEGY 2. Implementing an effective business retention program.
STRATEGY 3. Addressing key issues that challenge the area's primary industry sectors: health care, agriculture, and tourism.
STRATEGY 4. Establishing an investment fund for start-ups, entrepreneurs, and spin-offs.
STRATEGY 5. Coordinating the work of arts and culture groups to promote and market the arts.
STRATEGY 6. Planning for sustainable physical growth that maximizes the potential for development within the city and minimizes sprawl.

Trends in Small Business Development

- Community Development Block Grants and tax increment financing are used as a source of funding for local entrepreneurs and small businesses usually on condition that the money will contribute to increasing the size of the business workforce.
- Business incubators foster startup companies their first few years, a time in which most small businesses die. Small business incubators provide office space, administrative assistance, funding information such as links to venture capital and pro-active entrepreneurial mentoring.
- Technology and biotech incubators are in high demand by startup firms because they offer mentoring, affordable office space, technology infrastructure and laboratory costs and thus allow the firm to concentrate business and product development.
- Business improvement districts fund activities and improvements, such as streetscaping and stronger law enforcement, which benefit small retail businesses in commercial areas.
- Informal and formal networking helps small businesses learn from each other about how to reach new customers, suppliers and potential workers.
- Small businesses rooted in technology may employ fewer than 10 people and yet have budgets in the millions.
- Small e-commerce businesses allow entrepreneurs to sell goods and services around the world.

RECOMMENDED ACTIONS

A Business Assistance System Should Be The City's Top Economic Development Priority

If the City wants to enhance the local economy, it needs to create a system to make Whitefish competitive with other communities in the Intermountain Northwest. This system should:

- Set development goals and standards
- Create incentive tools to grow and attract desirable business development. Remember, the best recruitment tool is an excellent retention program.
- Build a business assistance team capable of leading the effort
- Work with Jobs Now, the regional development organization
- Improve quality of life assets and local cost of living. If it costs a business and its employees more to live in Whitefish than surrounding communities, other incentives to grow in Whitefish must be substantially stronger.

The City should consider a mix of development on its Baker Avenue property, guided by an emphasis on growing small business. (Limited public dollars should be held for use as match for potential development grants.) This development program should consider:

- A mix of small business and specialty education projects on the site
- A business incubator that serves as a platform for general local business assistance. This incubator would emphasize provision of relatively small spaces (2,000-5000 square feet), something very difficult to obtain in Whitefish at this time. The incubator could house a satellite office facility to serve business people visiting the area temporarily.
- A Business Assistance Center linked to Jobs Now and Flathead Valley Community College. This Center could house the local economic development manager. It would also provide satellite space for workshops, seminars, distance learning and other forms of training as needed.
- Small business building complex. One of the greatest needs for small Whitefish businesses today is space. There are few buildings suited for companies that need to relocate to facilities with 2,000-5,000 square feet. The City might work with the private sector to locate such a complex on City property. This would keep the cost

Tuesday, May 07, 2002

Entrepreneurs need to be courted

By Megan Schnabel , The Roanoke Times

Virginia Tech and the New Century Technology Council are doing a good job of encouraging entrepreneurship in the region, but more must be done, an expert on entrepreneurial hot spots told the technology council last week.

Patrick Von Bargen, executive director of the National Commission on Entrepreneurship, said courting and nurturing entrepreneurs is critical to the region's future. Entrepreneurial companies create at least two-thirds of all new jobs, and even more during economic downturns when larger employers tend to lay people off, he said. They also account for at least two-thirds of all technological innovations.

"They really are the organism of innovation," Von Bargen told the sold-out crowd at the technology council's annual awards dinner.

If the region wants to be known as an entrepreneurial zone, it's not enough to provide access to a quality work force or technology, he said. **Local leaders must build support networks for entrepreneurs and celebrate their success stories. They must also work to increase the ranks of creative thinkers, capital providers, customers and researchers - all people who can support entrepreneurial ventures.**

of space lower while providing incubator tenants a local place to relocate upon graduation.

- Educational facilities could be in the form of specialty institutes, e.g., a culinary program or a health & wellness center. The extraordinary regional natural environment could be a strong recruitment incentive for students considering such educational programs.
- To the extent that tourism-oriented business is targeted, development should focus on value-added agriculture and value-added forestry. For example, encourage businesses that produce jams and other processed foods for the large volumes of tourists in the region. The Baker Avenue property should not be used directly for recreation or tourist activities.

Development should be high quality. The City's property is literally at Whitefish's second front door. It won't be long before Baker Avenue is re-organized to become a major arterial into the community. Consequently the City's property will strongly influence visitors' impressions of the town. Further, if quality jobs are going to be a priority, the City's property is centrally located in the last best district to be able to host high quality employers. They're not likely to build next to marginal construction.

A pioneer project is likely to draw others led by the private sector. It is often difficult to attract the first tenant to a new development. Investors want to see tangible evidence of a new district's vision. If the City were able to construct new civic facilities, an incubator or educational facilities, such pioneering efforts would go far to encourage others.

THE CITY OF WHITEFISH NEEDS TO BE A PARTNER IN ECONOMIC DEVELOPMENT

There are over 2500 communities in the Northwest. Most have active public-private partnerships in place to compete for development resources and new business. Those that don't, have little chance of attracting the tools, team or entrepreneurs needed to rebuild economies for the 21st century.

Some elected leaders ask the question, why should government get involved in business development? Shouldn't capitalism be left alone to find its own balance? In response to these valid questions, it is important to note that capitalist theory has some fundamental flaws in it. For example, it assumes:

1. "Entrepreneurs and investors have access to perfect information." This is clearly wrong. Capitalists often make poor decisions based on bad information. Sometimes these decisions have severely negative impacts on host communities. As just one example, a new mall on the edge of town may create havoc in traditional downtowns when there was insufficient demand for new space in the first place.
2. "Capitalists always make economically rational decisions." Again, this fundamental assumption is often proven wrong. Entrepreneurs may have many personal, social, cultural and even irrational motives for investing. If these motives lead to unstable or inappropriate investments, host communities can be hurt. Consider, for example, the impact of a poorly timed new mall development on a traditional downtown. If demand is not high enough for the new space, downtowns and existing property owners can be severely harmed during the multiple year period it takes to restore economic rationality to the area.
3. "Highest and best use investment serves all." When development of a given property is guided exclusively by the goal of maximum profit, communities can suffer. For example, parks, swimming pools, libraries, schools and other amenities might not be created using this profit priority. "Highest and best use" at the community level must take into consideration other values than the profit potential for individual property owners.
4. "There are no negative spillover affects." All over the west, communities continue to pay the incredible economic and social cost past land uses that were poorly managed. Governments have a responsibility to manage spillover affects. Since 1922, our U.S. Supreme Court has consistently upheld city government's rights to do so. Zoning and other regulatory tools are used to make sure that private property development is consistent with the health and welfare of host communities.

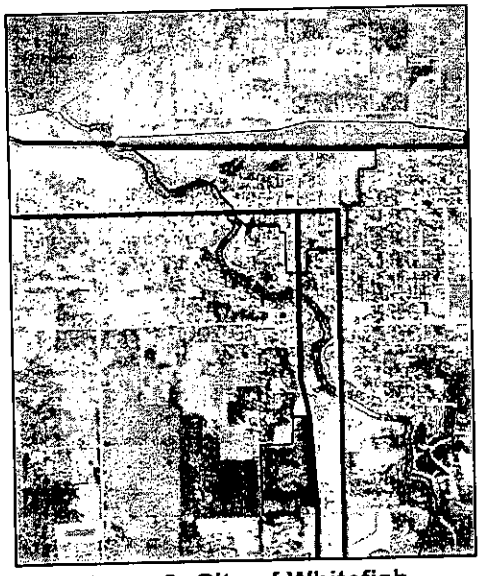


Figure 3: City of Whitefish, Baker Avenue Property (in Red Shading, Lower Center)

In addition, large capitalist organizations often are not particularly concerned with local impacts of rational economic decisions. If the railroad company decides to revise regional operations, what happens to any given town may not be given much attention.

All of these points call out for the need of City government to become actively engaged in managing economic development. The stake is huge. Towns that do not take this perspective face the potential of extraordinary decline or change that is inconsistent with local priorities.

Our efforts will be most heavily concentrated on helping local businesses, both new and existing, grow and diversify. In addition, we will work to make our community more responsive to the needs of certified types of business. With City Council guidance, we will collaborate with Jobs Now and other business recruiters as appropriate in efforts to attract desirable companies to Whitefish.

City Property Development Should Reflect Local Priorities

The City of Whitefish's Baker Avenue property (Figure 3 at left) has substantial potential as a tool to pioneer a new era of locally appropriate economic development. Readily accessible from the town's southern entrance on Highway 93, this district already attracts large volumes of daily traffic. It has important advantages for creating new business, including: access, visibility, view, adjacent utilities, size and public ownership.

The current trend is for this second entrance to town to become overwhelmed with strip-oriented, mediocre construction that houses low-paying jobs. Rather than acquiesce to such a negative future, the Jobs for Whitefish Taskforce (JWTF) recommends that the City tap its Baker Avenue property as a tool to get the local economy back on track.

As a property owner, the City faces the challenge of how to develop in a manner that meets the community's collective needs best. As noted in the last section, "highest and best use" takes on new meaning. Social, cultural, historic, political and other goals become criteria for decision-making. The Jobs for Whitefish Taskforce carefully worked to define and prioritize local values that should guide development of the City's property. Based on these values, the Taskforce crafted an economic development mission statement (presented on the next page) that it recommends for adoption by a new City-sponsored organization tentatively named "Whitefish Works." This organization would be created through a collaboration of the City and business community.

Proposed Economic Development Mission Statement

Whitefish Works! is devoted to creating stable, high quality jobs while sustaining our community's traditional character. Toward that end, we seek:

- A business resource team with exceptional tools focused on supporting and strengthening our valued local businesses
- A diversified economy friendly to small business
- To focus our limited resources on businesses whose activities are consistent with our stated values
- Community development that strengthens the ability of our people and families to live and work here

Our efforts will be most heavily concentrated on helping local businesses, both new and existing, grow and diversify. In addition, we will work to make our community more responsive to the needs of certified types of business. With City Council guidance, we will collaborate with Jobs Now and other business recruiters as appropriate in efforts to attract desirable companies to Whitefish.

GOOD DEVELOPMENT ALTERNATIVES EXIST FOR THE CITY'S BAKER AVENUE PROPERTY

The Taskforce and planning team support further consideration of five development options as part of Phase 2B. These options, illustrated as a system in Figure 4 on page 23 (provided for purpose of discussion only), include:

1. Business incubator space, linked to Jobs Now and a regional incubation network. As noted in a separate report to the City, incubation is supported for a variety of reasons:
    - Whitefish greatly needs to diversify its economy. Recreation tourism does not provide enough high quality, career oriented jobs for local citizens. The boom in second home construction also is changing the character and affordability of living in Whitefish.
    - Growing local jobs at this time is very difficult because Whitefish has an extraordinarily weak business support system. The Chamber has been focused on tourism development for years. Few business assistance resources are available from any local source. Technical assistance programs, though fairly plentiful elsewhere, are basically absent here. This hurts both existing small businesses while it stifles new business startups.
    - Whitefish is at a substantial disadvantage to Kalispell in drawing new businesses. Kalispell is more centrally located, has a lower cost of living, lower cost of housing, more business assistance, a bona fide community development director at the City, and offers a broader array of ancillary services to the business community. In addition, Whitefish is extremely short of affordable space for new and small business development. Meanwhile, Montana competes very poorly as a state in drawing new business development. So Whitefish is on the weak fringe of a weak state. Without aggressive business development programming, it is most likely that Whitefish's economy will continue to decline and become more dominated by resort tourism. THIS IS A SEVERE DILEMMA, ONE THAT IS CHANGING THE FACE AND HISTORIC NATURE OF THIS COMMUNITY. Without proactive, strategic effort, Whitefish is likely to become unaffordable to "locals."

- A business incubator in Whitefish could provide business assistance to tenants AND to other local businesses. The onsite manager could have a job description that includes leaders in business development for the whole community.
- A Whitefish business incubator would focus on growing locally appropriate businesses. The size and type of businesses in the program would be consistent with local quality of life priorities and liveable wage goals.
- National trends and statistics demonstrate that 80% of the jobs created in the last decade came through small business development. Business incubators are ideally suited to support local business startup and entrepreneurial environments that lead to substantial job growth.
- About 87% of all businesses in the U.S. that have graduated from business incubators since the early 1980's are still in business. About 80% of all U.S. businesses that do not go through incubators die within their first five years.
- On average, for every $1 of estimated annual public operating subsidy provided to a local incubator, clients and graduates of the incubator generate approximately $45 in local tax revenue alone.
- NBIA estimates that North American incubator clients and graduates have created approximately half a million jobs since 1980. That is enough jobs to employ every person living in Denver, Colo.
- Every 50 jobs created by an incubator client generate another 25 jobs in the community.
- Startup firms served by incubators annually increase sales by an average of $240,000 each and added an average of 3.7 full- and part-time jobs per firm. This is real performance, not theory, speculation or wishful thinking.
- National Business Incubation Association members report that 84 percent of incubator graduates stay in their communities and continue to provide a return to their investors. In Whitefish, incubator businesses will continually graduate after 2-4 years in the facility and be ready to move into local private sector properties. In other words, incubation is good for, rather than competitive with, developers and commercial property owners in the community.

2. Business assistance center, to be located at the incubator and linked to Jobs Now and FVCC. The Whitefish economic development program manager could be housed at the incubator. This would enable the specialist to provide business assistance both to

onsite tenants and to local businesses in general. The manager would work closely with Jobs Now, FVCC, and other Montana business support organizations to focus technical assistance more heavily in Whitefish.

3. Small business complex, with a series of spaces in the 2,000-5,000 square foot size range. This complex would be focused on serving incubator graduates, local businesses that need to relocate and outside recruits that meet Whitefish's economic development priorities. (Currently, there are at least six local businesses that need to relocate but are having trouble finding space in Whitefish. Recently, a Whitefish company moved to Columbia Falls, taking over twenty good jobs with it, because it couldn't find local space.) This complex would be most heavily used by the trades, though white collar professional service firms could be housed there as well.
4. Education-oriented development, particularly focused on specialty institutes. This is a target market segment for which Whitefish could be prepared to recruit fairly quickly.
5. A publicly sponsored building could offer the advantage of a pioneer project to kick start development and establish a standard for quality. The specific purpose and type of facility would be the subject of future discussion. With respect to local government, it should be noted that consolidation of all departments at one location is far preferred over decentralization. The latter tends to increase operating costs while diminishing teamwork and efficiency.

A sixth alternative, hold the property for future development, also is a viable option. Demand is almost certain to grow for use of the City's property over time. However, this option removes the City (for now) as a leader in job creation and diversification. The current economic trend in Whitefish, toward a resort town economy, is likely to continue and will be harder to address later.

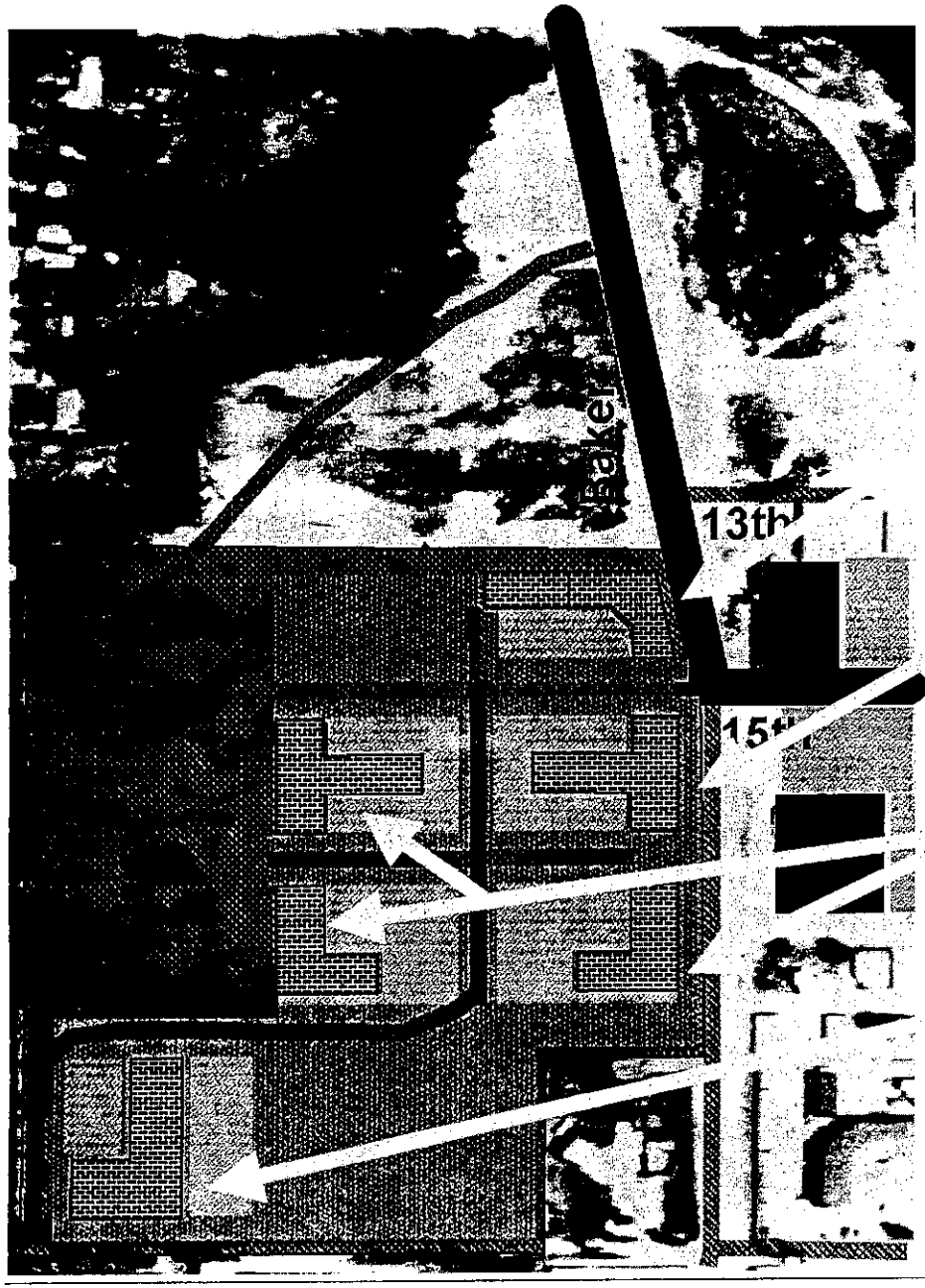


FIGURE 4:
CONCEPTUAL LAND USE OF CITY'S BAKER AVENUE PROPERTY

PUBLIC FACILITIES

BUSINESS INCUBATOR & ASSISTANCE CENTER

SMALL BUSINESS COMPLEX

INSTITUTE-EDUCATION CENTER

AN ECONOMIC DEVELOPMENT ZONE ON BAKER AVENUE COULD FOCUS GROWTH

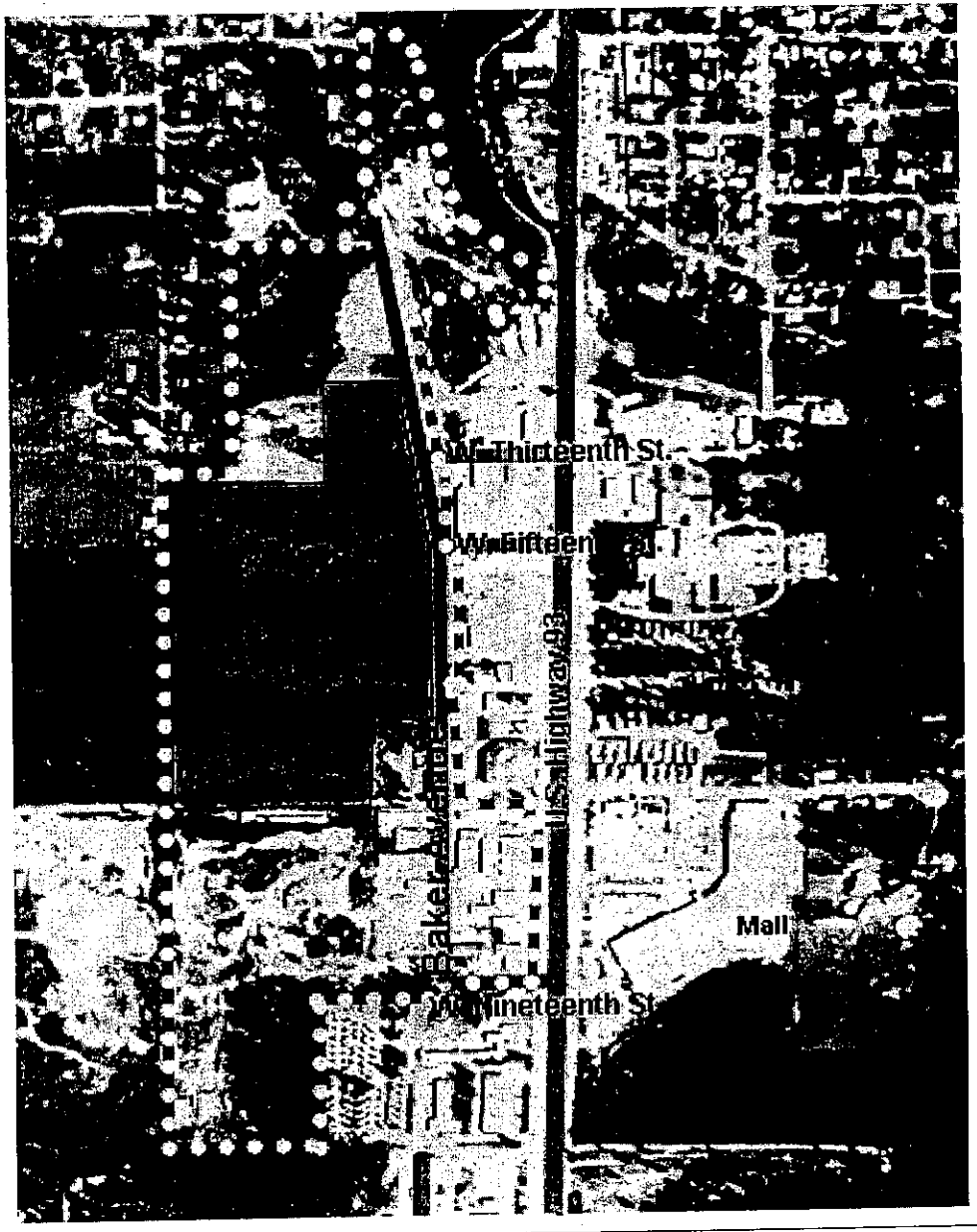
While the City's property may be a good tool to encourage locally appropriate development, it is far too small to make a substantial impact on the economy by itself. With this in mind, the Taskforce proposes creation of a larger Economic Development Zone along South Baker Avenue (Figure 5 on page 25). The City's property at the heart of this Zone would be developed to lead, guide and encourage further development by the private sector. That is, the City property would become a means toward a greater district-wide end. Previously, development of the City property was considered an end in itself. This larger vision anticipates that with the right pilot projects and refined zoning, the entire district could be invigorated to generate better jobs, stronger businesses and a more robust tax base.

The Economic Development Zone would be established as a public-private partnership. Property owners will work together to refine the economic neighborhood concept. A coordinated development strategy will enable partners to make capital improvements that create synergy in attracting zone-wide development.
The strategy will also address circulation, parking, utilities, access, signage and streetscapes so that the district feels and operates as a cohesive whole.

Given Whitefish's narrow economy and Baker Avenue's early stage of improvement, the City of Whitefish would take the lead in early development of the EDZ through special prototype projects on its own land. Priorities for development of the City's Baker Avenue property should include:

- Encourage locally appropriate economic development.
- Set a design standard for development in the new EDZ.
- Support small business growth and longevity in Whitefish by seeking to provide small scale business spaces (2,000-5,000 square feet) that have continued to be in very short supply.
- Act as a Demonstration Project and catalyst for private sector investment.
- Attract entrepreneurs to the EDZ through appropriate public investment in infrastructure and strategic regulatory enhancements.
- Complement, rather than compete with, private development by focusing on creation of new businesses and the continued presence of existing businesses in the community that could not find other appropriate space locally.

Figure 5:
Baker Avenue Economic Development Zone (Within Dotted Line; City Property is in Shaded Area)



The Whitefish Economic Development Zone will focus both resources and commerce efficiently. A Five-Point approach should guide development in the zone:

A Five Point approach should guide development in the Economic Development Zone (and Whitefish).

1. Emphasize small business assistance and facilities
2. Grow our own jobs (through business incubation & local business assistance)
3. Organize a specialized team to foster business development
4. Build a set of business assistance tools that makes Whitefish competitive regionally
5. Collaborate with regional and state agencies to support recruitment efforts

The Economic Development Zone will become a focal point for four major activities:

1. Strengthening existing businesses in the district
2. Relocating local Whitefish businesses to the district, as appropriate
3. Relocating appropriate businesses in the district to a better location
4. Hosting new businesses, either startups or recruits.

To support these activities, the City should consider focusing a portion of its Tax Increment revenues on infrastructure improvements within the Zone. Phase 2B of the Taskforce's project will consider the type and form of such improvements.

Pending formal adoption by the City of a development mission and strategy, the JWTF or Whitefish Works will build a business assistance system. Outside resources will be sought to minimize City development costs. The more organized the local development team becomes, the more competitive it will be for outside resources. However, necessary physical improvements will come at some local cost. The City must decide whether or not these costs are valuable as investments in the long-term revitalization of the Whitefish economy and community.

An Economic Development Zone Designation is Needed

None of the four categories of business zoning districts are entirely appropriate for the Economic Development Zone (EDZ). WB-4 Business Park District is close. However, the specific intent of the EDZ is to create a relatively high density of quality jobs. Therefore, the permitted uses in WB-4 would need to be modified. Specifically, the following permitted uses should be dropped from the EDZ zone:

- Convenience stores
- Nurseries and landscape materials
- Parks (except for pocket parks of a very limited size)
- Residential (with existing residential uses being grandfathered)
- Restaurants

In addition "Colleges, businesses or trade schools" should be permitted outright rather than being a Conditional Use. Onsite dormitory housing for such entities should also be allowed. The business sectors defined in Table 2 (on Page 4) with a rating of 2.5 or higher should be considered for inclusion in the zone. Practically all are, although the manufacturing of "Food and Kindred Products" is not clearly covered under the WB-4 permitted uses.

Property development standards in WB-4 are generally appropriate for the EDZ, though two modifications are recommended:

1. Parking unit requirement per thousand square feet should not exceed 2.5 (the current standard for offices).
2. Building heights should be set at 45 feet as per the WB-3 zone (which exists on the east side of Baker Avenue already). This relaxed height will allow more density, a desirable end, in the EDZ. The parking requirement for most uses at this greater height will be so high that structured parking (often financially prohibitive) would be required. However, the added density may make some projects (e.g., an institute with onsite housing for students) more feasible.

The EDZ Concept May Be Supported by Baker Avenue Property Owners

Taskforce representatives interviewed seven property owners in the potential EDZ. All were supportive of a public-private partnership to improve business conditions there. A letter was sent to all property and business owners in the potential EDZ to advise them of our research on the concept. Recipients were invited to call Tom Hudson Company or the City if they had any concerns, questions or would like to meet. Four responded and the Taskforce followed up appropriately.

Since the City hasn't approved the EDZ concept or any particular business assistance tools, it was not possible to be specific with property and business owners about what is likely to happen in the Zone.

Recommendation: Once the City has defined its position on the EDZ concept, City staff and Council should consider what (if any) tools the City is willing to organize to support the EDZ. Then the Taskforce should meet again with property owners to discuss and refine EDZ elements. Ideally, this should be a collaborative process between the City and private sector.

Development Costs May be Relatively Low

Development costs at this stage of planning can only be generalized as relatively low. The City will need to decide what level of improvements and programming it is prepared to support before cost estimation can be completed. It is anticipated the cost for improvements on private property would be paid by the developer. For perspective to guide this effort, costs for the EDZ can be organized into five categories:

1. **Infrastructure improvements**
2. **Circulation improvements**
3. **Aesthetic improvements**
4. **City property improvements**
5. **Development Incentives**

Each is addressed below and physical improvements are summarized in Figure 6 (on Page 31):

1. **Infrastructure improvements.** The object of the EDZ is to provide an attractive environment for small business to operate at a cost lower than net benefit to the community. In most cases, small business in a district like this will not benefit substantially from sidewalks, curb and gutter. The EDZ is unlikely to become a pedestrian area (though it will have a few pedestrian corridors, primarily to food services along Highway 93). Consequently, recommended infrastructure improvements are limited to:
    - Overhead lighting from 10th to 19th on Baker Avenue. Auto-oriented heights and spacing, with a concentration at intersections.

- Limit new sidewalks to areas where heavy pedestrian traffic is expected and on one side of Baker only.
- Install curb and gutter only where it is needed to manage surface water runoff.
- The City should be prepared to provide utility hookups up to the edge of right of way for private property development.
- Public parking lots should be evaluated as a means to ease parking and circulation congestion along Baker Avenue

By limiting infrastructure improvements to this level, costs will be relatively low.

2. **Circulation improvements.** Heavy through-traffic flow is inconsistent with the needs of businesses in the EDZ. The City should work with Montana Transportation Department to seek means to redirect traffic entering Baker from Highway 93 to 15th. Currently, too many vehicles access Baker from 19th. Baker Avenue from 15th to 19th should be made an internal circulation area.
   a. If traffic can be redirected to 15th, Baker may be better suited as a bicycle corridor. Striping for a bicycle lane should be considered.

   Relocating traffic will be an important contribution to businesses on Baker both for loading-unloading and customer access purposes. Safety also will be improved. Currently, there are several dangerous access points along Baker Avenue.

   Cost for relocating traffic will be significant if signalization is required on Highway 93 at 15th. While 15th is preferred, this cost may be minimized by locating the primary access route to 13th, which is already signalized. Signage and possibly traffic barriers to direct traffic to the proper routes should also be anticipated.

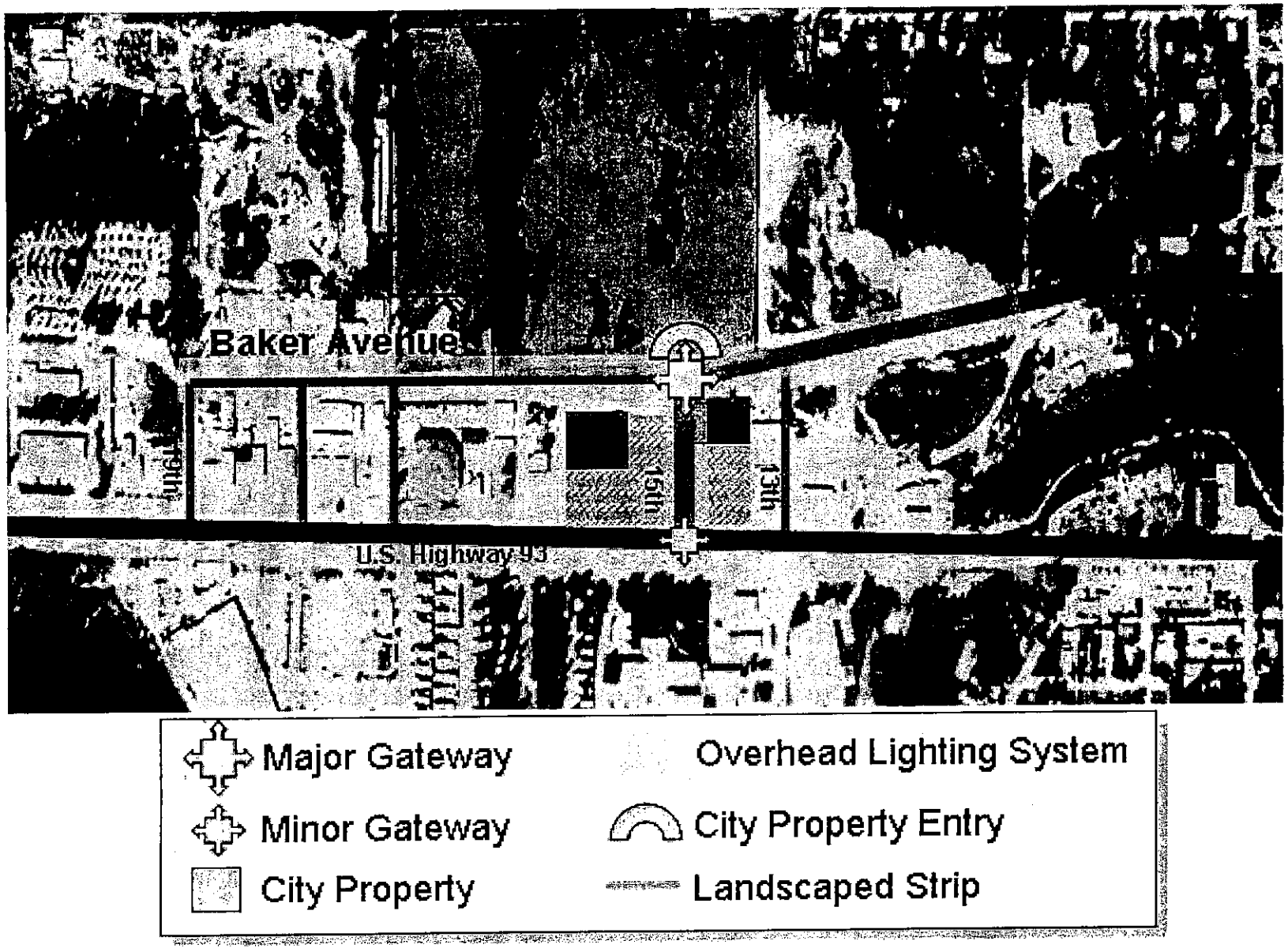
3. **Aesthetic improvements.** The City should consider basic aesthetic improvements to the EDZ to establish a more positive image for the Zone as a place to do business. In addition to good quality overhead lighting, several other improvements should be considered:
   a. Install entryways at 15th and 93 (minor gateway) and 15th and Baker Avenue (major gateway).

b. Install curb gutter and sidewalks at the intersection of 15th and Baker Avenue, the future entry way into the City's property.
c. Install low-maintenance landscaping along the perimeter of the City's Baker Avenue property. (City zoning calls for a five-foot buffer strip of landscaping for this property once it is developed.)

4. **City property improvements.** There has been considerable discussion about grading the city property and installing basic infrastructure, including an access road. The money spent on this effort would be better saved for use as matching funds for future development. Any installation of basic infrastructure may limit future options or be lost when an unanticipated use requires displacement of earlier improvements.

   If the City decides to develop a business incubator, civic facilities or other uses, it should do so with an eye on quality. Initial projects will become a defacto standard for later ones. Given the gateway location of the City property at 15th, the entry way into the site should be well done. Building materials for new construction should set a good standard as well.

Figure 6: Basic Improvements Recommended for the Baker Avenue Economic Development Zone



Trends in Development Incentives

- The variety of incentives continues to grow as more state and local governments create and customize incentives to be comparable or competitive with each other.
- Incentives used to lure high-tech businesses include tax abatements on gross business receipts and stock options.
- Performance-based incentives require businesses to deliver promised jobs and payroll to the public.
- Business auditors analyze whether or not businesses can deliver promised returns on incentives offered.
- Recipients of economic development incentives often have to guarantee job quality standards ranging from wage and health insurance to full-time hours rules.
- Tax Increment Financing (TIF) is used by forty-six states for site-specific economic development. Arizona, West Virginia, Delaware and North Carolina do not allow TIF laws.
- State incentives are increasingly used for venture, research and associated facilities.
- Many economic development organizations use workforce and infrastructure development incentives more than tax-based incentives for economic development.

From International Economic Development Council

5. **Development Incentives.** The City and business community of Whitefish possess very few local tools to support business development. No formal business assistance program exists to direct these few to the businesses that need them. There are, however, a substantial number of resources available to the community if a local entity were to become a focal point for systematically tapping them. These tools can be organized into three categories:

- Technical Assistance
- Financial Assistance
- Tax Incentives

Ideally, an economic development organization or team would guide the effort in organizing and refining these tools. Nevertheless, the City should begin the process of considering (and researching) the following:

- Technical Assistance: A variety of technical assistance resources exist in Montana. Most tend to be passive, that is, responsive to expressed local business or economic development requests. In order for them to be tapped, a Whitefish entity would need to seek them out. The ideal situation would be for such an entity to collaborate with all of the existing programs and build an aggressive team highly focused on specific development targets. Pending creation of this entity, the City should be aware that the following technical assistance organizations exist. (Details about these programs, including contact information, have been provided in a separate report (on CD) to the City.)

  - Flathead Small Business Development Center
  - Small Business Administration, Business Information Centers
  - Jobs Now
  - Flathead County Economic Development Authority
  - Montana Department of Commerce
  - Montana Finance Information Center
  - Census and Economic Information Center
  - NxLeveL™ Business Plan Basics On-line
  - Montana Board of Research & Commercialization

Web-based Resources for Incentives

American Community Network:
http://www.acn.net

Business Incentives Reform Clearing House:
http://www.cfed.org/main/econDev/bi/main/

The Economic War Among the States
http://news.mpr.org/features/199605/01_wittl_econwar/

Management Insights, Inc.
http://www.miitax.com

State EDA links:
http://www.doc.gov/eda/html/2e1_statelinks.htm

- Montana Trade and International Relations Program
- Made in Montana Program
- Montana Manufacturing Extension Center
- Workforce Training Program, Flathead Valley Community College

- Financial Assistance: Many financial tools are readily available to economic development programs. Literally, hundreds of resources exist. Among the major ones (with details provided in a separate CD) available to Whitefish are:

  - Montana Finance Information Center
  - Microbusiness Finance Program
  - Rural Business Cooperative Service Business Programs
  - Certified Development Companies - SBA 504, Small Business Administration
  - Community Development Block Grant (CDBG) Program
  - Treasure State Endowment Program
  - Board of Investments INTERCAP Program
  - Small Business Innovation Research Program
  - Small Business Technology Transfer
  - Revolving Loan Funds, including:
    - *Commerce Economic Development Loan Fund*
    - *Rural Business Services Intermediary Re-Lending Program*
    - *Economic Development Administration Revolving Loan Funds*
  - Montana Capital Companies Act
  - Economic Action Program Grants
  - Montana Board of Investments Loans, including:
    - *Business Loan Participation Program Funded From The Permanent Coal Tax Trust*
    - *Link Deposit Business Loan Program Funded From The Permanent Coal Tax Trust*
    - *Guaranteed Loan Purchase Program Funded From The Permanent Coal Tax Trust*
    - *Value-Added Business Loan Program Funded From The Permanent Coal Tax Trust*
    - *Infrastructure Loan Program Funded From The Permanent Coal Tax*

Trust

- *Electrical Generation Facility Loan Program*
- *Residential Mortgage Program Funded From Pension Funds*

- Montana Board of Research & Commercialization
- Growth Through Agriculture
- Montana Board of Research & Commercialization
- Miscellaneous Grants (Dozens listed on the CD)

In partnership with Whitefish Works, the City should consider the follow four steps as an initial financial assistance program:

1. Create an EDZ Revolving Loan Fund by tapping available state and federal loan pool programs. Make this Fund available to businesses that meet the City's development standards.
2. Work with regional, state and federal financial assistance providers to link Whitefish businesses to loan and grant capital.
3. Focus more Tax Increment revenues on desirable economic development.

- Tax Incentives: Many communities provide special tax incentives, often with state support, to attract and grow businesses. At this time, we recommend that the City simply study these tools, outlined below under State Tax Incentives and Property Tax Incentives.

State Tax Incentives

Montana offers a number of tax incentives that are described on a separate resources CD prepared by the Taskforce. The City of Whitefish should consider what, if any, of these incentives it is prepared to offer for desirable business development. In brief, they include:

- Credit for Increasing Research Activities
- Energy Conserving Investment
- Historic Building Preservation Credit
- Interest Differential Credit
- Montana Dependent Care Assistance Credit
- Montana Disability Insurance for Uninsured Montanans Credit

- New/Expanded Industry Credit
- Recycling Credit
- Research and Development Firms Tax Exemption
- Wind Energy Producers Credit

Property Tax Incentives

Property tax incentives can generally be divided into two categories: property tax abatements and property tax exemptions. Property tax abatements result in a reduction in the taxable value of the property. This is accomplished by directly reducing the taxable value of property or by applying a reduced tax rate to the property's assessed value. A property tax exemption will exclude part or all of the entire value of property from taxation. A third type of incentive available is the suspension and cancellation of delinquent property taxes to facilitate the purchase and continued operation of a business.

The following list provides the business property tax incentives (with details noted in CD that accompanies this report) currently in effect in Montana. In some cases, where noted, the City of Whitefish may determine whether it wants to adopt them to adopt an incentive.

- Property Tax Abatements
  - New or Expanding Industries (Local Option)
  - Reduced Rate for Remodeling of Building or Structures (Local Option)
- Property Tax Exemptions
  - Exemption and Abatement for Remodeling or Expansion of Building or Structures (Local Option)
  - Exemption for Business Incubators (Local Option)
- Industrial Parks (Local Option)
- Suspension, Cancellation of Delinquent Taxes (Local Option)

Ultimately, the package of economic development tools that the community of Whitefish builds will depend upon three factors.

1. Its economic development mission, goals and objectives. These have not been strategically defined yet.

2. Its level of organization. The stronger the organization and public-private partnership, the more it will be able to wield and attract resources.
3. Its level of commitment to the development mission. Economic development is not a one-year activity. To have real hope of success, it must be sustained over time through professionalism, consistent policies and continuous refinement of the program (in response to experience and changing conditions).

Substantial Funding Options & Major Resources Are Available

Although development costs for the City property and EDZ may be low, there is still the question of where funding may come from. There are four categories of resources that may be tapped:

1. **Federal grants and loans:** In the CD that accompanies this report, sixty-eight federal resources are listed and organized according to how the resources can be used (e.g., infrastructure, organizational development, transportation). The CD also provides a listing of the sponsoring agencies and contact information.

   In general, the kinds of projects proposed in this report are classic targets for federal resources. Given Whitefish's difficult economic conditions, the City should be competitive as an applicant. It would be substantially more competitive if it had an economic development strategy, public-private partnership and a bona fide economic development organization.
2. **State grants and loans:** A wide variety of resources are available through state agencies, particularly the Department of Commerce. These resources are listed under Financial Resources in the CD that accompanies this report. In addition to capital facilities funds, there are programs that target private businesses. These programs could be an excellent tool for a local economic development organization in assisting targeted businesses (both local and recruits). The key is to be organized enough to tap the resources. Twenty-three state financial resources (plus Community Development Block Grants) are listed and described in the CD. These resources are outlined in Tables 5A and 5B (on Pages 38 and 39).
3. **Regional and nonprofit grants and loans:** Three regional programs have access to funding, particularly loan pools, that can assist business development. These are described in the CD and include:

- Northwest Business Center, NW Montana Human Resources, Inc.
- Flathead Small Business Development Center
- Jobs Now

In addition to these organizations, there are a substantial number of grants available through foundations and other nonprofits that focus on local economic development. The CD provides a link to a listing and description of over three hundred granting entities and their programs.

4. **Local resources:** There is an old saying, "There ain't no such thing as a free lunch." This is true in the field of economic development. While there are hundreds of grant and loan programs "out there," nearly every one requires local commitment to the target project, whatever it might be. In most cases, this commitment must be in the form of matching funds (typically 10-50%). Some organizations allow non-cash matches like volunteer labor, land, and equipment. Another type of local commitment that is usually required is an adopted strategy or plan that specifies the purpose and value of the target project.

   Local resources can come in a variety of forms. The most common from local government are:

   - City General Fund
   - Tax Increment Financing
   - General Obligation Bond
   - Revenue Bond
   - Local Improvement District (LID)
   - Business Improvement District (BID)

   In the EDZ, the City should consider a mix of these, including an LID. Property owners are likely to respond well to an LID when it is part of a broader program to improve the district. Local financial institutions may be able to work with the City to offer financing for this type of improvement district.

   Another local resource is community service organizations. Since Baker Avenue is a second entry into town, service clubs may be interested in assisting with everything from landscaping to lighting and pedestrian amenities. If the City decides to locate public facilities on its Baker property, local fundraising may target aesthetic elements, public art, pocket parks and other amenities.

   In the area of organizational development (Whitefish Works), the Chamber may be an investment partner over the long-term. Membership fees may be another resource, depending upon the organization's participation goals.

Table 5A: Montana Business Assistance Resources

Program	Assistance				Financial Type		Business Assistance Type					User	Econ Dev't	Recipient	
Project	Technical	Counsel'g	Train'g	Financial	Grant	Loan	Plan'g	Research	Reloca'n	Facilities	Projects	**	Planning	Biz/NP	Gov't
Small Business Development Center	■	■	■	■	■	■	■	■	■	■				■	
Small Business Administration															
Business Information Centers		■	■					■	■	■					
Jobs Now	■								■	■					
Flathead County Economic Development Authority	■								■	■					
Montana Department of Commerce															
Montana Finance Information Center	■			■				■	■						
Microbusiness Finance Program	■		■	■		■								■	■
Treasure State Endowment Program				■	■					■					
Community Development Block Grant				■	■					■			■		■
Montana Capital Companies Act	■			■										■	
NxLeveL™ Business Plan Basics On-line	■		■				■	■						■	
Montana Trade and International Relations Program	■	■					■	■						■	
Made in Montana Program	■	■					■	■						■	
Whitefish Business Network															
Montana Manufacturing Extension Center	■	■	■					■		■				■	
USDA Rural Development															
Business and Industry Direct Loans (B & I Direct)						■								■	
Business and Industry Guaranteed Loans (B&I Guar.)						■									
Intermediary Relending Program (IRP)						■									
Rural Business Enterprise Grants (RBEG)															■
Rural Business Opportunity Grants (RBOG)														■	■
Rural Economic Development Loans (REDL)						■									
Rural Economic Development Grants (REDG)														■	
SBA															
Certified Development Companies - SBA 504				■		■				■				■	
Small Business Innovation Research Program		■			■			■						■	
Small Business Technology Transfer				■	■			■						■	
Board of Investments INTERCAP Program				■		■				■					■
Revolving Loan Fund															
Commerce Economic Development Loan Fund				■		■	■	■	■	■	■	■		■	
Rural Business Services Intermediary Relend'g Pgrm				■		■	■	■	■	■	■	■		■	
EDA Revolving Loan Funds				■		■	■	■	■	■	■	■		■	
Economic Action Program Grants				■	■								■		■

Table 5B: Montana Business Assistance Resources

Program	Assistance				Financial Type		Business Assistance Type					User	Econ Dev't	Recipient	
Project	Technical	Counsel'g	Train'g	Financial	Grant	Loan	Plan'g	Research	Reloca'n	Facilities	Projects	**	Planning	Biz/NP	Gov't
Montana Board of Investments Loans															
Montana Board of Investments Loan Programs				■		■					■	■		■	
Link Deposit Business Loan Program				■		■					■	■		■	
Guaranteed Loan Purchase Program				■		■					■	■		■	
Value-Added Business Loan Program				■		■					■	■		■	
Infrastructure Loan Program Funded				■		■					■	■		■	
Electrical Generation Facility Loan Program				■		■					■	■		■	
Residential Mortgage Program Funded				■		■					■	■		■	
Montana Board of Research & Commercialization				■	■	■		■	■		■	■			■
Growth Through Agriculture				■	■	■	■	■	■	■	■	■		■	■
Property Tax Abatements															
New or Expanding Industries				■										■	
Reduced Rate for Remodeling Structures				■										■	
Property Tax Exemptions															
Exemption and Abatement for Remodeling or				■										■	
Expansion of Building or Structures															
Exempt From All Property Taxation				■										■	
Exemption for Business Incubators				■											■
Industrial Parks				■											■
Suspension, Cancellation of Delinquent Taxes				■										■	
Corporate Tax License Incentives															
Credit for Increasing Research Activities				■										■	
Energy Conserving Investment				■										■	
Historic Building Preservation Credit				■										■	
Interest Differential Credit				■										■	
Montana Capital Company Credit				■										■	
Montana Dependent Care Assistance Credit				■										■	
Disability Insurance for Uninsured Montanans Credit				■										■	
New/Expanded Industry Credit				■										■	
Recycling Credit				■										■	
Research and Development Firms Tax Exemption				■										■	
Wind Energy Producers Credit				■										■	

Development Priorities:

1. **Specify and adopt an economic development mission**
2. **Organize a Business Assistance Team**
3. **Build an assistance system and package of tools**
4. **Complete a feasibility study and business plan for a business incubator**
5. **Add to the economic development tool set as capacity and resources allow**
6. **As soon as possible, prepare an economic development strategy to guide programs, teamwork and future decision-making.**

DEVELOPMENT OPTIONS SHOULD BE PRIORITIZED

To guide this development program, the City needs to adopt an economic development mission. Without such a mission, the City's economic development partners can only guess at what it wants to accomplish. With a mission adopted, the next step is to organize a business assistance team. The third priority is to create a system and package of assistance tools. We recommend that a business incubator feasibility study and business plan be completed as soon as possible to confirm if such a facility would work in Whitefish. If so, it would be an outstanding foundation both for the assistance team and for delivery of business assistance itself.

Once the business assistance team is in place, it should work with the City to evaluate, adopt and refine a set of development tools. Among these will be creation of an Economic Development Zone and a system of technical assistance. Financial and tax incentives should follow. Whitefish Works should take the lead in pursuing recruitment of hospitality-oriented institutes. Other recruitment should be guided by Jobs Now in partnership with Whitefish Works.

DEVELOPMENT OPTIONS WILL HAVE ORGANIZATIONAL IMPACTS ON THE CITY

There are eight development options for the City's property considered in this report. Each is reviewed briefly below in the context of what organizational impacts it is likely to have on the City.

1. Do nothing or hold land for later development: <u>No reorganization required</u>
2. Develop a business incubator: The City will be the lead entity in this activity. It will need to devote staff time (or a budget for outside assistance) to:
    a. Grantwriting
    b. Business planning
    c. Design
    d. Creation of a management organization to operate the facility over time, if the City chooses not to do so itself. The organization could be Whitefish Works, recommended elsewhere in this report.
    e. Construction oversight
    f. Startup operating funds
    g. Management of the operation

Recommendation: City should take the lead in creating the incubator program, then hand it off to Whitefish Works, an organization the City should help create. Whitefish Works will operate the incubator as a private, nonprofit 501(c)3 corporation and will coordinate local economic development programs, including the Economic Development Zone.

3. Develop a business assistance center. Demand on city staff will be minimal.
   Recommendation: Whitefish Works would take the lead in this effort once the new organization is formed. Without Whitefish Works, the center would be impractical. Once the incubator is opened, Whitefish Works could be managed by the incubator director.
4. Develop a small business complex. The City could leave this effort to the private sector for the most part.
   Recommendation: The City's primary role would be creation of a Planned Use District on its Baker Avenue property that sets design and use standards for a small business complex (which could be several buildings over time). The City would then sell lots to developers who agree to develop per the PUD standards. The PUD requirements would reduce the value of the land, making "market value" more affordable for the creation of small business spaces. This orientation toward small business (in the 2,000-5,000 square foot range) addresses a niche that limits the City's potential for competition with the private sector. The City has a great stake in growing local, small businesses. As such companies grow, they can relocate to sites elsewhere around the community.

   The alternative to encouraging a small business complex would be to hope the private sector will eventually provide it elsewhere. Meanwhile, Whitefish may continue to lose important small businesses like Denning Sheet Metal, which moved out of town recently. At least five other small businesses are currently planning to relocate.
5. Recruit education-oriented development. The City would become part of a recruitment team led by Whitefish Works and Jobs Now.
   Recommendation: Whitefish really isn't ready to do formal recruitment. However, with Whitefish Works in place, the education sector could be an excellent first target. Specialty schools (e.g., hospitality institutes, such as a culinary school) could do very well in Whitefish, given the very attractive amenities the region offers students. This is a relatively small sector, making recruitment investment relatively low. A

comprehensive list of culinary institutes and colleges is provided in Appendix A. The list includes a description of the programs, their locations and contact information.

6. Develop civic uses. The City would take on the role of client in this form of development. A wide variety of staff commitments would be required.
   Recommendation: The City should define its space and location requirements in the near future. The question of whether or not the Baker Avenue property may serve civic space needs should be answered so that the City can move on appropriately with other options.
7. Recruit other uses. Whitefish Works and Jobs Now would lead this effort.
   Recommendation: The City should not actively recruit outside businesses at this time. Rather, it should focus on enhancing business development services and a positive business climate in Whitefish. If the City chooses to recruit businesses to the Baker Avenue property at this time, it should seek firms from the list of sectors outlined in Table 2 (on Page 4) that can afford to build their own structures. The City should consider selling portions of the Baker Avenue property as appropriate to such recruits so as to enable them to undertake their own development.
8. Develop the Baker Avenue property on speculation, with no particular user in mind. Staff would need to take the lead in managing the development process (or establish a budget for outside assistance).
   Recommendation: This option is not recommended. Speculative development would eat up funds that might be used as match for grants aimed at strategic development. Staff time would be high. The speculation would result in higher risk that a project would fail to achieve meaningful results.

To Succeed, Whitefish Will Need an Economic Development Entity

Currently, the absence of an economic development program inhibits both local business development and business recruitment. The presence of such programs in other communities around the intermountain northwest makes Whitefish even less competitive in the realms of recruiting and sustaining desirable businesses.

The Jobs for Whitefish Taskforce and Jobs Now both endorse creation of a formal economic development team for Whitefish. The team would have six primary responsibilities:

1. Create and manage a business assistance program focused on growing local businesses.
2. Organize technical, financial and other business development tools to support the business assistance program.
3. Identify and respond to needs and opportunities in the local business community.
4. Collaborate with Jobs Now in business recruitment efforts for Whitefish.
5. Support the business incubation program in Whitefish as appropriate if it is established.
6. Guide and assist downtown economic development activities.

Ideally, this team should have professional management. If the City pursues a business incubation facility, its manager might double as the director of the team. This option offers the lowest cost opportunity to address the identified need. Several grants may be available to subsidize startup and early management costs. However, over time, the organization will need to build partnerships in and around the community that will help sustain it.

Recommendations for creation of this new organization:

1. City Council endorse creation of a business assistance team (tentatively called Whitefish Works)
2. City, through the Public Works Director, hosts an economic development workshop for local business leaders, Chamber of Commerce, Jobs Now and City Council.
    a. Purpose of the workshop will be to formally organize Whitefish Works, establish initial goals and objectives, appoint an advisory team, and outline first steps in operations.
    b. The Whitefish Works advisory team will then prepare a first year operating budget and funding plan. The City should expect to be a major partner in funding these operations in this startup phase.
    c. This new organization will need to determine what organizational format is most appropriate for its efforts. Tom Hudson Company recommends creation of a private nonprofit 501(c)3 corporation, with Bylaws and Articles of Incorporation prepared by the City-led partnership.
    d. Eventually, management of the organization may come from the director of the proposed business incubator discussed earlier in this report. However,

initially, management may have to come from volunteers or through a grant from USDA-RD, EDA or HUD.[1]

e. A typical nonprofit corporation engaged in rural economic development may have an annual budget ranging from $75,000 to $200,000. Given the presence of Jobs Now as a regional recruitment partner, Whitefish Works' operating needs are likely to be on the lower end of this range. Donated office space and other contributions would reduce budgetary requirements.

3. Whitefish Works will focus initially on creating a package of business assistance tools and a delivery system for them to aid appropriate local businesses.
   a. Consider creating a certification process that identifies businesses (both local and potential recruits) which match Whitefish economic development priorities. This process will help focus limited resources on businesses that have the greatest potential to address these priorities. Without such a selection process, Whitefish Works will be faced with addressing every request for assistance (even from undesirable businesses) or using highly subjective criteria in deciding how to use its limited resources.
   b. A key part of this effort will be building a team out of regional, state and federal resource agencies. Whitefish Works will need to emphasize collaboration and communication to stretch its limited resources.

THE "DO NOTHING" ALTERNATIVE MOVES WHITEFISH AWAY FROM QUALITY JOBS AND DIVERSIFICATION

Whitefish is well on its way to becoming a resort town in the traditions of Jackson Hole, Ketchum or Aspen. This possible future appears to severely conflict with local values. A different mission is proposed: to establish a diversified economy with quality jobs for year-round residents. The community needs to act very soon if it chooses this altered course. Early steps should focus on assisting small businesses and establishing the Baker Avenue Economic Development Zone. The best recruitment program is an excellent business retention program. By creating a public-private partnership and development strategy, the community may become competitive in attracting the tools and resources needed for this historic enterprise.

[1] These abbreviations refer to U.S. Department of Agriculture-Rural Development, U.S. Economic Development Administration, and U.S. Housing and Urban Development.

Trends in Public-Private Partnerships

Public and private organizations often come together, forming non-profit organizations with the aim of:

- Undertaking economic development efforts
- Promoting sustainable business
- Improving workforce development
- Diversifying the economic base of a region
- Improving the quality of life

Both the public and private organizations who form these non-profits contribute either financially or "in kind" support (i.e. administrative support, grant writings, etc.)

Public-Private partnerships act as a strong voice for the interests of local businesses, while also possessing immediate access to the highest levels of local government. These organizations have greater flexibility than the public sector to conduct economic development activities since they do not have to answer to such a broad constituency.

The need for a broad range of skills, information and finance in many economic development projects has led to the creation of many public-private partnerships. The form of most public-private partnerships is very similar, however the aims of many partnerships vary:

- Small public-private partnerships are being created to focus on smaller geographic areas for better access to funding programs, organizing specialized economic development teams, reaching out to public and private stakeholders in the community, and recruiting community volunteers.
- Universities create partnerships targeting economic development in their communities.
- Enterprise Communities/Empowerment Zones bring public and private partnerships together to further their goals.
- Communities have formed public-private partnerships to build fiber-optic telecommunications networks.

From the International Economic Development Council

Appendix A: Leading Culinary Schools, Institutes and Universities in the U.S.

- International Culinary Academy
- Atlantic Culinary Academy
- California Culinary Academy
- California School of Culinary Arts
- Cooking and Hospitality Institute of Chicago
- Texas Culinary Academy
- Western Culinary Institute
- The Art Institutes
- Cooking School of the Rockies
- The French Culinary Institute
- Culinary Institute Alain & Marie LeNotre
- Johnson and Wales University

International Culinary Academy

A Division of the International Academy of Design & Technology
555 Grant Street
Pittsburgh, PA 15219
http://www.houseofedu.com/ica/aboutus.html

With a rich heritage and a storied alumni that includes such epicurean luminaries as Julia Child and Henry Beard, Le Cordon Bleu Program brings a century of culinary excellence to the United States, with a partnership with Pittsburgh's International Culinary Academy, a division of the International Academy of Design & Technology.

The Le Cordon Bleu name carries a respected and esteemed name in world culinary circles. Graduates of Le Cordon Bleu at the International Culinary Academy receive the prestigious Le Cordon Bleu Diploma, and the professional significance that it confers.

With plenty of hands-on study and a comprehensive education in all the most prevalent elements of the culinary field, a Le Cordon Bleu Program degree from International Culinary Academy can be your entree into the career you've always dreamed of.

In pursuing a Pastry Arts or Culinary Arts degree, you simply can't find a better learning environment than Le Cordon Bleu at the International Culinary Academy. Our training facilities include professional-sized commercial kitchens, contemporary bakery and pastry

preparation areas, classrooms, conference room, executive dining room, resource center, student lounge and administration offices. Students are provided with industry-current kitchen equipment and audiovisual aids.

Programs

Le Cordon Bleu Culinary Program

Associate in Specialized Business Degree

Students entering Le Cordon Bleu program at the International Culinary Academy will be trained in the disciplines necessary to begin a career path toward success in the culinary world. Graduates from the Academy are ready to enter the food service industry as a cook, chef, caterer, baker or pastry chef. The culinary field is ever-expanding, with chefs and cooks needed in kitchens around the world.

Students graduating from the Academy's Le Cordon Bleu Associate in Specialized Business Degree Program will be eligible to seek certification by the American Culinary Federation.

As a Le Cordon Bleu student, you'll have the benefit of the ultimate culinary "lab" to prepare you for your epicurean career. The people and nuances may be different, but we've sought to create a learning environment that feels and functions like a food industry workplace, whether you find your vocational opportunity in a Swiss resort, a New England bakery, or a five-star Los Angeles restaurant.

Working in an authentic restaurant atmosphere is important to your development as a culinary professional, but at Le Cordon Bleu, education is more than vocational instruction. Culinary prowess is as much an art form as painting, music, or sculpture, and we bring that attitude into our classrooms. In our learning kitchens, we encourage students to cultivate a deeper appreciation of food and the chord that an artful, well-prepared meal can strike in an individual.

Our instructors bring with them years of experience, an expert hand, and a discriminating palette. Many career educations focus more on theory than practice. The Le Cordon Bleu program at the International Culinary Academy gives you all the instruction and hands-on experience you'll need to move confidently into your new career.

ATLANTIC CULINARY ACADEMY
23 Cataract Avenue
Dover, NH 03820
http://www.houseofedu.com/aca/aboutus.html

The Atlantic Culinary Academy®, a division of McIntosh College, is located in the beautiful Seacoast area of Dover, New Hampshire. Atlantic Culinary Academy® is just a few minutes driving time from some of the best sandy beaches New Hampshire and Maine have to

offer. If you prefer the quiet life of nature at its best, then head to the scenic White Mountains, and if you need a little noise in your life, then Boston may have just the ticket to whet your appetite!

McIntosh College is the only regionally accredited college in the United States to offer a Le Cordon Bleu™ culinary program. Through its Atlantic Culinary Academy®, McIntosh College allows students to earn an Associate Degree in Culinary Arts in as little as 1 year. In addition, graduates of the program also earn the coveted Le Cordon Bleu™ diploma!

About Le Cordon Bleu
For over a century, Le Cordon Bleu has grown to become a leading authority on culinary techniques, training and development. In 1984, André J. Cointreau acquired Le Cordon Bleu, strengthened the curriculum, recruited the finest Chefs of France and relocated the Paris school. He acquired the London school and opened another school in Tokyo and culinary centers in Ottawa and Sydney.

Over the years, Le Cordon Bleu has welcomed well-known personalities such as Dustin Hoffman and his family, Anne Willan, Nathalie Dupree, Diona Lucas, John Boorman and Ronald Reagan, Jr. With a friendly and innovative spirit, Le Cordon Bleu continues to offer its students the most intensive culinary training available.

Program
Le Cordon Bleu
Training at Atlantic Culinary Academy, Le Cordon Bleu Culinary Program in the United States combines demonstration classes followed by hands-on practical courses in professionally equipped, modern kitchens. The curriculum comprises one of the world's most intensive, practical and comprehensive training of the highest quality. Courses are taught at succeeding levels under the technical guidance and close supervision of skilled chefs. Students are encouraged to explore their own styles, creativity and cultural background.

Technique classes are supplemented with examinations of theory, guest demonstrations, table service training, wine courses and a variety of other related instructions. Students and staff agree: the educational experience at Le Cordon Bleu is rigorous, but highly rewarding.

Each graduate of the program receives the coveted Le Cordon Bleu Certificate, which can open doors to an enviable career, or enhance a career in progress.

CALIFORNIA CULINARY ACADEMY
625 Polk Street
San Francisco, CA 94102
http://www.houseofedu.com/cca/aboutus.html

The Academy is located in the culinary capital of San Francisco, California. This ideal location uniquely combines the advantages of local farm fresh ingredients, global cuisine, premiere culinary instruction, and exciting surroundings to create a stimulating learning experience. Students have access to endless opportunities for both their personal and professional enrichment.

Founded as one the West's first culinary training institution, the Academy is passionately dedicated to providing every student and graduate the highest standard of culinary education available today. Our faculty and staff are exemplary models of quality and integrity committed to furthering the values of life-long learning in the culinary arts.

The Academy's Educational Services Department offers a broad menu of services to guide students through their culinary careers. From orientation through graduation, the Academy provides support that caters to a diverse student body, whether they're pursuing second careers or beginning the realization of long-held dreams. The Career Services Department offers assistance with resume writing, interviewing techniques, job listings, career fairs, and on-campus recruitment.

Historic California Hall, situated in San Francisco's Civic Center district, houses the Academy's lecture classrooms and commercial kitchens. These include baking and pastry kitchens, confiseries, garde manger kitchens, butcheries, professional production kitchens, and fully equipped demonstration kitchens. Full-service, student-staffed restaurants serve both lunch and dinner. Students gain hands-on experience in our production and pastry kitchens that are designed to support our restaurants and retail outlet.

Other distinctive classroom facilities at the Academy include a Basic Skills Laboratory designed to facilitate development of fundamental culinary skills, a computer classroom with a network of individual student workstations for learning menu layout and recipe costing, and the Academy Library which houses an extensive inventory of culinary periodicals, texts, and videos to supplement classroom and kitchen instruction. For students and visitors to the Academy, the Retail Store offers an assortment of culinary tools, cookbooks, accessories, and take-out foods.

Programs

Since 1977, the esteemed faculty at California Culinary Academy has been providing professional, career-oriented culinary training. We invite you to learn about our Associate of Occupational Studies Degree in Culinary Arts Program and our Baking and Pastry Arts Certificate Program.

We take pride in training and graduating some of the world's premier culinary professionals and pastry chefs.

Culinary Arts Program

For career professionals, the Culinary Arts Program provides an intensive course of study leading to an Associate of Occupational Studies (AOS) Degree in Culinary Arts. Rigorous and comprehensive, this program prepares students for professional entry into the food service industry. The curriculum integrates classical and modern culinary techniques with strong kitchen management skills.

Our curriculum takes a global look at cuisine emphasizing the principles and procedures as well as the history, evolution and diversity of culinary arts. Students learn how to prepare appetizers, soups, sauces, vegetables, garde manger, charcuterie, entrees, breads, pastries, and desserts. They also learn to identify, fabricate, and portion meats, poultry, and fish.

In addition to both modern and classical techniques, the program provides students with professional kitchen management knowledge. They learn essential skills such as sanitation, hygiene, safety procedures, cost control, human resource management and styles of table service.

Students complete the Culinary Arts Program with a three month, off-site externship, selecting sites for training that will enhance their career path.

Baking and Pastry Arts Certificate Program

The Academy offers an intensive program designed for those interested in professional baking. The Baking and Pastry Arts Certificate Program provides comprehensive study with an emphasis on the hands-on application of fundamental techniques and ingredients. The program is divided into four modules, each devoted to a special aspect of Baking and Pastry Arts:

Breads and doughs: Students receive hands-on instruction in breakfast and tea pastries, French pastries, quick breads as well as numerous variations of pies, and both short and cookie doughs.

Cakes: Students focus on basic cakes and icings, assembling and decorative finishing techniques, classic and contemporary European-style cakes, cheesecakes, specialty cakes, and wedding cakes.

Service pastry and desserts: Students focus on soufflés, frozen desserts, petits fours, buffet pastries, and advanced decorative techniques for plating desserts.

Chocolate, confectionery and show pieces: Students are introduced to candy-making, techniques of working with chocolate, producing chocolate candies, pulling and blowing sugar, sugar casting, and creating elaborate show pieces.

In addition, the curriculum includes professional development courses on safety and sanitation, nutrition, and human resource management.

CALIFORNIA SCHOOL OF CULINARY ARTS
521 East Green Street
Pasadena, CA 91101
http://www.houseofedu.com/csca/programs.html

Founded in 1994, CSCA has become one of the most well known and respected culinary schools in the country. Our exceptional location offers students an exciting academic environment, in which nearly every culture in the world is celebrated and explored. Our multi-cultural community offers the most diverse career and growth opportunities found anywhere on the globe. Our culinary styles set the tone for the nation, and the scene is continually growing.

Our campus sits in historic South Pasadena, just minutes from Pasadena's Old Town and Playhouse District. Here, the nightlife rivals that of any metropolis. The restaurants are numerous, and the competition is fierce. It's the perfect site for culinary study and exploration.

CSCA is approved by the State of California and accredited by The Accrediting Council for Independent Colleges and Schools (ACICS). We are one of the few culinary schools in America in partnership with the world famous Le Cordon Bleu. Our Le Cordon Bleu Culinary Arts Program includes 1200 hours of hands-on lab classes, including a restaurant rotation, and 240 hours of academic classes, all taught over the course of four, 12 week terms. The fifth term is spent in a 360 hour Externship which gives students real-life experience in some of the most exciting culinary venues in the world.

Programs

Lab Classes

Introduction to Culinary Arts I teaches a solid base of kitchen skills, including terminology, knife skills, product identification and the classical foundation of stocks, soups and mother sauces. Here is the first detailed exposure to identification and preparation of vegetables and grains.

Introduction to Culinary Arts II explores the cooking techniques of all proteins. The fabrication of all meat, fish, and poultry, and the chemistry of egg cookery will be studied in detail. All the skills acquired in Intro I and Intro II will be combined for your presentation of complete plated entrées.

Baking and Pastries I introduces students to the ingredients and chemistry of baking, as well as the history of the bake shop. Here, we produce all types of yeast breads, from the classic baguette to bagels. Basic and classic pastry doughs are taught including Danish, Croissant, Puff Pastry and Pâté a Choux, as well as Classic and American pies and tarts.

Baking and Pastries II continues the study of desserts with an intense examination of cakes and decorating, custards, frozen desserts, chocolate, candy and showpieces. Theories of restaurant style plating are investigated, as is dessert menu planning.

Garde Manger is the cold kitchen. Classic salads, appetizers, canapés and hors d'oeuvres are studied and produced. Students are also introduced to classic charcuterie, including sausages, Pâtés, terrine and cured meats.

Hot Foods Production acquaints students with restaurant style food. It is a culinary tour of the world, and an intense survey of modern plating and restaurant timing. Students build on acquired culinary skills, while exercising the creative side of the brain.

Academic Classes

Sanitation is the first and most important class in culinary school. This course covers principles of enforced sanitation standards, and the Hazard Analysis Critical Control Point (HACCP) systems. Students are shown how to safely handle food from acquisition to service, and receive the NRA Sanitation Certificate upon successful completion.

Food in History examines the origin and history of the culinary arts throughout the ages. We consider the influence of the founders of cuisine on modern culinary art, and the evolution of culinary style, trends and culture.

Applied Math for Food Service takes a close look at purchasing operations in the hospitality industry, including product specifications, food cost analysis, and the application of technology in today's culinary marketplace.

Culinary Language explores the use of language in the hospitality industry, exposing students to a working knowledge of culinary Spanish, French and Italian.

Wine and Beverage reviews the use of wine, beer, coffee and tea in the hospitality industry, and explores the techniques involved in pairing food and beverages.

Nutritional Cooking introduces basic nutritional principles, including the physiology of eating, and cooking for specialized diets.

Psychology of the Kitchen takes an intense look at management, leadership, supervision and the personal relationships that occur between workers. Students will practice job search skills, and fine-tune their résumés.

During the Restaurant Practical, students put their skills to the test, serving the population of Pasadena the finest, most innovative and well-prepared modern cuisine. Students spend two weeks in each station, where they will be exposed to all aspects of their chosen profession.

The final term of the CSCA education involves a 360-hour Externship. Under the direct supervision of an externship coordinator, students are placed, monitored and evaluated.

The externship experience often leads to career opportunities!

COOKING AND HOSPITALITY INSTITUTE OF CHICAGO
361 West Chestnut
Chicago, IL 60160
http://www.houseofedu.com/chic/aboutus.html

The Cooking and Hospitality Institute of Chicago (CHIC) was established in 1983. From the very beginning, we differentiated ourselves from other culinary institutions by using the traditional, European hands-on approach to culinary education - something that was previously difficult to obtain in the Midwest.

Today, we are renowned for our culinary programs. Our recent affiliation with Le Cordon Bleu is a testament to our dedication to culinary excellence. And as the food service industry continues to grow, we are preparing more students in the Chicago area for successful careers in food service than any other culinary school.

An Education That Runs the Gamut
From the first students who completed our Professional Cooking Program through our current Le Cordon Bleu program, CHIC graduates have been known to possess the skills required in a variety of culinary careers. In fact, the demand for CHIC graduates exceeds our current enrollment.

While culinary curricula is the cornerstone of the Institute, we take all aspects of education seriously. Our mission recognizes the need to inspire learning as a lifelong journey. Across the board, our classes and programs provide students with a top education and overall experience that's second to none.

Program
At CHIC, we offer two culinary programs - our Associate of Applied Science Degree in Le Cordon Bleu Culinary Arts and our Baking and Pastry Certificate. Both feature comprehensive curricula that will season you for a career in the food service industry.

Associate of Applied Science Degree in Le Cordon Bleu Culinary Arts
Our AAS program combines coursework in three areas: culinary, baking and pastry, and management, including over 450 Le Cordon Bleu proficiencies. This spectrum of learning creates a broad, yet thorough experience, complete with theoretical foundations and technical skills. Graduates of the AAS program are prepared for a variety of positions in any food service operation.

Even better, our affiliation with Le Cordon Bleu creates:

- A stimulating cross-cultural spirit
- A fraternity of 50 nationalities
- Associates Degrees and Les Diplomes
- Worldwide recognition and local appeal
- Art de Vivre in the Windy City
- Baking and Pastry Certificate

Through our Baking and Pastry Certificate program, you will have the opportunity to master the theories and techniques of the culinary profession. You will acquire the creativity, flexibility and innovative thinking imperative to a successful career in this competitive field.

TEXAS CULINARY ACADEMY
11400 Burnet Rd., Ste. 2100
Austin, TX 78758
(512)837-COOK
http://www.houseofedu.com/tca/aboutus.html

The Texas Culinary Academy's program offers a formal education in the food service industry. Our curriculum offers a unique blend of culinary tradition and current industry standards. And our exciting new alliance with Le Cordon Bleu gives our students the opportunity to receive training in the classical French tradition of a world-renowned leader in the culinary arts.

Texas Culinary Academy is an outgrowth of a Chef apprenticeship program that was sanctioned by the American Culinary Federation in 1981. In pursuit of excellence as a premier educational facility, the school concentrated on curriculum content, educational objectives, and student success. Program excellence triggered enrollment increases which eventually lead to a move to larger quarters in 1989. In September 1999, the name was officially changed to Texas Culinary Academy. Texas Culinary Academy is accredited by the Council on Occupational Education.

Program
Le Cordon Bleu Culinary Arts Program
Texas Culinary Academy's partnership with Le Cordon Bleu offers our students the Associate of Applied Science Degree in Le Cordon Bleu Culinary Arts. The program combines classical French techniques with cutting-edge American technology. During your training you will be exposed to a cross-cultural spirit and the international culinary techniques of more than 25 foreign cuisines. As a graduate, you will be prepared to start a career as a chef or manager in fine restaurants, hotels, bakeries, resorts, and cruise ships. You are a click away from training for a degree that has worldwide recognition and a career that can take you anywhere you want to go.

WESTERN CULINARY INSTITUTE
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Portland, OR 97201
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(503) 223-0126 (Fax)
(800) 666-0312
http://www.westernculinary.com/wci_main.html

Welcome to the Western Culinary Institute, located in Portland, Oregon. If you're not familiar with our city, you're in for a real treat. Two-thirds of our students come from out of state, and for good reason: Surrounded by rivers, mountains, and lush green hills, Portland is stunningly beautiful, and known for being one of the most livable cities in the United States. Though it's a mid-sized city, it has a big-city feel. Portlanders enjoy an exciting array of arts and entertainment, including a thriving restaurant scene. In short, Portland is a great place in which to live, go to school, and work.

As Americans' taste for fine cuisine grew in the '80s, so did the demand for professionally trained chefs. In 1983, two Portland businessmen, Horst Mager (locally famous for his Rheinlander restaurant and yearly Oktoberfest celebration) and Donald Waldbauer, teamed up to establish Western Culinary Institute. WCI quickly gained a reputation for being one of the nation's outstanding private schools.

The school was originally called the Horst Mager Culinary Institute, and its quality, hands-on curriculum attracted students from all over the United States, as well as many countries around the world. In 1986, the Institute adopted its corporate name, Western Culinary Institute, to better reflect its geographic location and reputation as a nationally recognized culinary institute.

In 1996, WCI became a part of Career Education Corporation (CEC), a network of career schools known for their quality curricula and their ability to place graduating students in positions within their chosen fields. And more great news for WCI students: In 1999, WCI formed a partnership with world-famous Le Cordon Bleu, meaning that future WCI students can graduate with a coveted Le Cordon Bleu diploma, both in culinary arts and restaurant management. In 2000, two very exciting things transpired. First, WCI was approved for an Associate of Occupational Studies Degree. Second, WCI is excited to be the first school in America to offer the coveted Le Cordon Bleu Restaurant Management Diploma.

We want you to become a student at WCI. Please take some time to surf our site, and contact us to receive more information about the school and your opportunities in the culinary arts field.

Programs

Le Cordon Bleu Culinary Diploma and AOS Degree (Associate of Occupational Studies)

Cooking used to be seen as a hobby, but these days it's looked upon as a smart career decision. No wonder--with America's ever-growing love for fine dining, the culinary arts is one of the fastest growing professional fields. In fact, the industry is predicted to have 3 million new positions by 2005 (Newsweek, July 7, 1997). How's that for job security?

With such a bright future ahead for the foodservice industry, career opportunities are virtually unlimited. Western Culinary Institute has specialized its curriculum for job- and career-oriented students. Students at WCI are interested in training that will prepare them for professional culinary careers and advancement opportunities.

The curriculum is structured to ensure that all diploma graduates receive a diversified education in culinary arts. This progressive, comprehensive training provides students the fundamentals needed to follow their chosen culinary career path.

Le Cordon Bleu Hospitality and Restaurant Management Program

The restaurant industry employs 11 million people, making it the nation's largest employer outside of the government. The Bureau of Labor Statistics predicts the restaurant industry's growth will be 30 per cent over the next two years. Industry professionals and owners indicate that the biggest challenge facing the industry is finding educated, competent, and well-trained management personnel to handle this growth.

In order to meet the demand for qualified hospitality professionals, Western Culinary Institute has once again partnered with world renowned Le Cordon Bleu of Paris, France to offer this highly esteemed training considered among the best in the world. The 51 week program permits career-minded students to enter the workforce ready for the challenges in this exciting industry.

The Le Cordon Bleu Hospitality and Restaurant Management Diploma Program prepares graduates aspiring to seek employment at a range of levels in Restaurant Management. Restaurant Management courses will span the gap between the kitchen and the dining room. Students who successfully complete the program will be schooled in all aspects of managing restaurant facilities.

If you are an ambitious individual and want to develop the tools to be successful in this highly competitive and rewarding industry, then this program is for you. You can be a part of the best when you enter the Le Cordon Bleu Hospitality and Restaurant Management Diploma Program at Western Culinary Institute.

THE ART INSTITUTES
300 Sixth Avenue
Pittsburgh, PA 15222
Phone: 1.888.624.0300
Email: webadmin@aii.edu
http://www.artinstitutes.edu/about/about.shtml

We are the leading educator of students in the creative and applied arts, including design, media, fashion, and culinary programs. There are 24 Art Institutes located in major cities throughout the U.S. and we've graduated over 125,000 students. The Art Institutes awards bachelor's degrees, associate's degrees, and non-degree programs.

Our curriculum is carefully scrutinized and developed by industry leaders and prominent employers who tell us what skills are needed in the workplace. This means that your education is relevant, practical, and hands-on. In fact, the classroom often mimics what you'll find on the job. Deadlines, pitching ideas in front of the class, and working in teams helps you flex those creative muscles. Many of our faculty are

also working outside of the classroom so you'll learn what's happening out there…in here. Culinary students learn and work in professional kitchens and gain work experience by participating in internships, externships, or by working at onsite, school restaurants.

Even our career services are designed to encourage your success. From helping you obtain part-time work while you are attending school to actively supporting soon-to-be graduates' job search, faculty and staff are committed to ensuring that each and every student receive the support he or she needs.

When you're not working hard on your projects, you'll want to explore the city you call home. The Art Institutes schools are located across the country, in major urban areas.

Arlington, VA/Washington, D.C. The Art Institute of Washington is located in the Rosslyn section of Arlington, Virginia. Arlington County is an urban area of about 26 square miles located directly across the Potomac River from Washington, D.C. Arlington has over 170 county parks and playgrounds, including over 80 miles of bicycle routes and jogging trails. Washington, D.C., the nation's capital, is a thriving metropolitan area of 523,000 ethnically diverse people. World-renowned museums, universities, and majestic government landmarks are all a part of the Washington, D.C. and Arlington, VA areas.
View a short video about the city of Arlington.

Atlanta. The cultural and business hub of the southeast, Atlanta offers art, music, business (CNN and Coca-Cola are headquartered here), sports, and old-world charm. Atlanta is home to 3 million people.
View a short video about the city of Atlanta.

Boston. With the charm of a European city, Boston is recognized as one of the country's most beautiful historic locations. This New England metropolis of 3.2 million people boasts some of the finest U.S. academic institutions and year-round artistic, cultural, and recreational activities.
View a short video about the city of Boston.

Charlotte. From quaint Victorian homes to stunning high-rise hotels, the "queen city" is one of the country's fastest growing areas, with its proximity to the Great Smoky Mountains and North Carolina beaches. This bustling southern city of 1.3 million people is a thriving home to the lively arts.
View a short video about the city of Charlotte.

Chicago. Known as "the windy city," Chicago, with a population of 8.2 million, is the major business and cultural center of the Midwest. Parks, harbors, beaches, clubs, and a wide variety of ethnic restaurants make up this exciting city.
View a short video about the city of Chicago.

Dallas. Welcome to a city that has a 60-acre section of downtown known as the Dallas Art District, a haven for any art student. With a population of 3.8 million, high culture goes hand-in-hand with live rodeos, a Texas tradition.
View a short video about the city of Dallas.

Denver. This "mile high city," with a population of 1.8 million, is located at the foot of the majestic Rocky Mountains. Denver has a diverse culture, from its cosmopolitan arts scene to Old West tradition. If you ski — or enjoy other outdoor activities — this is the place to study.
View a short video about the city of Denver.

Fort Lauderdale. This culturally diverse city of approximately 152,000 people is a striking mix of metropolitan living and tropical beauty. Its wide sandy beaches make it one of the most popular vacation cities in the United States.
View a short video about the city of Fort Lauderdale.

Houston. A major inland port for the Gulf of Mexico and a world-class business center, Houston is home to 3.7 million people. NASA's Johnson Space Center is headquartered here, too, making Houston an eclectic mix of high-technology, commerce, and cultural activities.
View a short video about the city of Houston.

Las Vegas. In the 1990s, this city was the fastest growing metro area in the nation. Now, more than 1.4 million residents call Las Vegas home. The city's 34 million visitors each year take advantage of everything that the "Neon City" has to offer, from world-class casinos and hotels to magnificent dining, shopping, and sightseeing.
View a short video about the city of Las Vegas.

Los Angeles (Santa Monica). The "city of angels" is home to 8 million people and recognized worldwide as the focal point of the entertainment industry. A diverse range of culture, arts, entertainment, food, sports, and architecture makes L.A. a creative haven for artistic people.
View a short video about the city of Los Angeles.

Orange County (Santa Ana). Halfway between Los Angeles and San Diego, the South Coast Metro region of Orange County (that's where we're located) can be described as having warm, ocean breezes, palm trees, and a lot of creative energy to keep you inspired. Industry and high-tech businesses also thrive in the "Tech Coast" here and include telecommunications, software development, multimedia, and clothing design firms.
View a short video about Orange County.

Miami. Think Miami and think Cuban music and cuisine, beautiful beaches and sunsets, and nightlife full of the energy you'd expect with suntanned natives and tourists alike. In the Greater Miami area of 2.1 million people, you'll find a fabulous array of activities to keep you

occupied: a walk through the Art Deco Historic District, Promenade, South Beach, and Little Havana. Or perhaps a visit to the Miami Seaquarium in Key Biscayne to see Lolita, the killer whale, sounds amusing. Whatever your style, Miami is an exciting destination and a great place to pursue your education and begin your creative career.

Minneapolis. Minneapolis is known for its summer and winter outdoor activities. It's also known as the "land of ten thousand lakes," so there's plenty of beautiful scenery to keep the 2.8 million residents of this city captivated year-round.
View a short video about the city of Minneapolis.

New York. The largest city in the country with a population of 8.5 million people, New York is the main business and finance hub in the States. Plus, the city has over 20,000 restaurants, making it an ideal spot for studying culinary arts at The Art Institute of New York City.
View a short video about the city of New York.

Philadelphia. Founded in 1682, this historic city with a population of 5.8 million is a two-hour drive from Washington, D.C. and New York City. Its rich cultural heritage complements its renown as a modern business center with major art museums and galleries.
View a short video about the city of Philadelphia.

Phoenix. Surrounded by mountain ranges in "the valley of the sun," this city of 2.2 million people is a manufacturing and technology center with a casual lifestyle. Its year-round warm climate — not to mention captivating desert scenery and nearby Grand Canyon — attracts visitors all year long.
View a short video about the city of Phoenix.

Pittsburgh. This city has a population of 2 million and is located at the intersection of three major rivers. It enjoys a rich cultural heritage, one that is reflected in everything from its architectural diversity to cultural events.
View a short video about the city of Pittsburgh.

Portland, Oregon. Portland has 37,000 acres of park space and is known as a walker's paradise. This northwest city of 1.7 million people is also known for its world-class art exhibitions, cultural events, coffee houses, and brew pubs.
View a short video about the city of Portland.

San Diego. San Diego is an outdoor paradise with an average temperature of 70 degrees Farenheit. Located in southern California, this city of 2.5 million people has a strong Spanish heritage. It's home to cultural and recreational attractions for every interest, including whale watching.
View a short video about the city of San Diego.

San Francisco. This gorgeous "city by the bay" is a favorite destination of world travelers. People of all nationalities call San Francisco home. The arts, nightlife, cuisine — it's all here for the 6.5 million residents of the Bay area to enjoy.
View a short video about the city of San Francisco.

Schaumburg, Illinois. Schaumburg, a growing business community, is 30 miles from Chicago. It's the second largest center of economic development in Illinois, yet is still very much a residential community. Schaumburg offers more than 80 miles of paths for biking, one of the largest park districts in Illinois, and Spring Valley Nature Sanctuary with many hiking trails.
View a short video about the city of Schaumburg.

Seattle. A magnificent port city on the Pacific rim, Seattle is nestled among snowcapped mountains. It is also home to Microsoft and Starbucks. A friendly city of 2.9 million people, this city is rich in international culture and offers sophisticated arts and entertainment, including sailing on Puget Sound.
View a short video about the city of Seattle.

The Art Institute Online. Convenient online courses for people who lead busy lives. The Art Institute Online, a division of The Art Institute of Pittsburgh, is our solution to your hectic schedule. Learning online can be ideal for people who want to upgrade their skills — but can't attend classes at one of our locations.

COOKING SCHOOL OF THE ROCKIES
637 S. Broadway, Suite H
Boulder, Colorado 80303
303-494-7988 ext. 17
Fax: 303-494-7999
http://www.cookingschoolrockies.com/home.html

Founded in 1991, Cooking School of the Rockies is located in the beautiful and friendly town of Boulder, Colorado, and is the premier cooking school in the Rocky Mountain region. Classes for the Home Cook feature a variety of single and multiple-day demonstration and hands-on classes, ranging from pasta to pastry. Corporate Kitchen® provides unique, high quality team-building experiences responsive to the business environment. Chefs Market, a gourmet retail store, sells quality products and provides personalized service. Professional Programs include Culinary Arts, a full-time, six-month comprehensive culinary program, which includes four-weeks of study in France. Chef Track is the only 24-week, hands-on culinary program designed and taught by top Colorado chefs, and is fast, affordable and includes a paid externship. Pastry Arts covers the essentials of pastry and baking techniques in a full-time four-week program. Continuing Education offers the ideal setting for professional culinary development.

We invite you to choose Cooking School of the Rockies, the premier culinary school in the Rocky Mountain region. Founded in 1991, our school is ideally located in Boulder, Colorado, a small city nestled in the foothills of the Rocky Mountains. Boulder is a surprisingly diverse and vibrant community.

If you love the world of food, are creative, self-directed and motivated, our Professional Programs are the right choice for you. A diploma from these intensive, hands-on courses assures you of an excellent and thorough culinary education. We pride ourselves in offering unparalleled student-teacher ratios (7-to-1), thus allowing our extraordinary faculty to focus on your individual needs and goals.

Programs
At Cooking School of the Rockies, you acquire the knowledge and skills necessary to work with competence in your chosen culinary field.

We offer you three incomparable choices:
Culinary Arts - a full-time, six-month culinary program. Culinary Arts is broad-based, comprehensive and includes four-weeks of study in France.

Chef Track - the only 24-week, part-time evening program designed and taught by 10-16 top Colorado chefs. Chef Track is fast, affordable and includes a paid externship.

Pastry Arts - an intensive, 150 hour program. Pastry Arts is accelerated, reasonably priced and covers the essential techniques of pastry and baking.

THE FRENCH CULINARY INSTITUTE
Dorothy Cann Hamilton, Founder
434 Broadway
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212-219-8890
888-FCI-CHEF.
info@frenchculinary.com

In 1984 I founded The French Culinary Institute with a singular vision-to create a world-class culinary school that combined classic French techniques with American inventiveness in a fast-paced curriculum. Today The FCI is one of the most prestigious culinary institutions in the world. And for a good reason: our distinguished faculty. It includes the celebrated master chefs Alain Sailhac, Jacques Pépin, André Soltner, Jacques Torres and master sommelier Andrea Immer. Even our visiting-lecturer symposiums feature culinary powerhouses such as Marcella Hazan, Alice Waters, and Bobby Flay.

But a first-rate faculty is only part of a first-rate education; what's also needed is a rigorous, hands-on program that gets well-trained graduates into the workplace quickly. That's why The FCI created challenging curriculums designed to teach students in only six to nine months the skills that would have taken them much longer to master elsewhere. For example, in Culinary Arts Level I, students immediately begin learning the 250 basic competencies that are the building blocks of all modern Western cooking. In Level II they perfect these techniques by cooking daily for the faculty and staff-their work critiqued regularly by chef-instructors. Level III and Level IV consist of real-time, real-life cooking as students succeed in preparing all the dishes for L'Ecole, our busy, critically acclaimed restaurant.

The same philosophy applies to our other programs: Our Pastry Arts curriculum teaches students the full repertoire-from breakfast pastries to desserts-providing the creative and hands-on training required by today's innovative kitchens and bakeries. Although a recent addition, our Art of International Bread Baking course has already become one of the most sought-out career programs anywhere. We even offer a range of challenging non-professional courses that gives anyone with a passion for cooking the chance to acquire the skills they desire. It's no wonder we've been chosen as a Blue Ribbon Expert by Martha Stewart Living Omnimedia and are partnered with the New York Times for its on-line cooking school.

From faculty to field trips, The French Culinary Institute is the place to acquire the credentials and lifetime experiences that give entrée into restaurants the world over. In fact, our graduates are regularly scooped up by top-rated restaurants right after graduation. For more information take a look around and meet our faculty, tour our facilities, and read about our programs. If you'd like, you can request a brochure or apply on-line for any of our programs. Should you have any questions that aren't answered here, don't hesitate to call us at (888) FCI-CHEF or contact us.

Programs

The FCI's programs are conducted over six months (daytime) or nine months (evening).

Classic Culinary Arts and Classic Pastry Arts **programs** are structured and directed by the institute's highly-respected Master Chef Deans: Alain Sailhac of New York's famed Le Cygne and Le Cirque; Jacques Pépin, author, teacher and television personality; André Soltner, former chef-owner of New York's Lutèce; and Jacques Torres, former executive pastry chef at Le Cirque and star of the PBS television series, Dessert Circus. The FCI's Visiting Deans include legends such as Alice Waters of Chez Panisse in Berkeley, California; Marcella Hazan, crowned by her peers as "The Queen of Italian Cuisine"; and The FCI alumni, such as entrepreneur and media personality Bobby Flay.

The Art of International Bread Baking is The French Culinary Institute's six-week professional course in the creation of Artisanal breads. Its three 2-week units focus on: Traditional French Breads, Distinctive European Breads and Traditional Italian breads.

CULINARY INSTITUTE ALAIN & MARIE LENOTRE
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The Culinary Institute Alain & Marie Lenotre Is three things in one:

1. A Culinary School, for beginners of all ages
2. A Continuing Education School, for professionals of all levels
3. A Technical Assistance Center, for restaurants, catering, wholesale bakeries, retail pastry-cafes, food services, cruise lines, country clubs, etc..

Welcome to a "World Renowned Family of Chefs". The LeNôtre name is well known throughout the world for quality French cuisine and pastry. The LeNôtre family was considered the leading patisserie, (baker), and caterer in France. The Culinary Institute Alain and Marie LeNôtre provides beginners and professionals with the best possible innovative training and continuing education in the culinary arts. The school offers two programs, at three levels of competency: beginners intermediate and advanced. A diploma is awarded after mastery of each level.

Learn from Master Chefs. Our team of internationally acclaimed faculty is composed of award winning French Master Chefs. The Master Chefs are not visiting Chefs for demonstration only; they teach here daily. Fast-track training and low student teacher ratio

Not all "chef students" have the time, or budget to invest in a two or three year culinary program. Recognizing this important fact we designed an apprenticeship-training program that lasts only 10 weeks of hands-on lab time. This is much faster than other U.S. cooking schools. We also have 5, 15, 20, 30- week and 40-week programs.

Post Graduate Internship in France: We facilitate for our best graduates and alumni optional internships in France. The qualified students can choose to work in selected restaurants in Paris, Lyon or in the Bordeaux wine country. This also makes the Culinary Institute Alain and Marie LeNôtre very unique.

The Culinary Institute Alain and Marie LeNôtre is approved and regulated by the Texas Workforce Commission (Proprietary Schools Section, Austin, Texas) and its programs are approved by the American Culinary Federation for Continuing Education Hours.

JOHNSON AND WALES UNIVERSITY
8 Abbott Park Place
Providence, RI 02903
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401-598- 1750
http://www.jwu.edu/prov/c_phone.htm

Johnson & Wales University is a world-class university, where students have an opportunity to pursue a career education in business, hospitality culinary arts, or technology. Scores of majors and degree programs are offered at the undergraduate, graduate and doctoral level.

Johnson & Wales' five domestic campuses are located in Providence, Rhode Island; Charleston, South Carolina; Norfolk, Virginia; North Miami, Florida; and Denver, Colorado. In addition, J&W students have the opportunity for international study at the Göteborg, Sweden campus.

Unique features include a 4-day school week, the opportunity to earn 2 degrees (associate and baccalaureate) in four years, and hands-on training at University-owned, -operated or partnership facilities or at worldwide co-op sites.

Unique and flexible programs and facilities allow Johnson & Wales students access to unparalleled career education opportunities.

We are committed to helping students succeed. Through special J&W programs, high school students can get a jump on success, and J&W students on any of our campuses can get the support they need to achieve. Here are some highlights:

Three-term schedule Our Academic calendar is divided into three 11-week terms per academic year. You take three or four classes each term, instead of the usual four or five. Carry fewer classes per term and lighten your load, or carry more and graduate sooner. It's your choice.

Upside-down curriculum You take courses in your major during the first year, learning right away if your career choice is the right one for you.

two degrees in four years Students in most majors to earn two degrees in four years. At the end of two years of study, you earn an associates degree and the opportunity to go on to earn a bachelor's degree.

Four-day school week Classes generally meet Monday through Thursday. This gives you a longer weekend to pursue personal and academic interests, co-curricular activities or a part-time job to help pay for college expenses.

Experienced faculty The faculty and chef-instructors at Johnson & Wales have been in business and beyond, bringing real-world situations to the classroom. Personal experience is the key to instruction.

Hands-on training The world is a classroom for our students. University hands-on training sites include several hotels, a retail clothing store, a string of restaurants and bakeries, a travel agency, an equine center and the oldest indoor shopping mall in the country.

Industry partners We work with key businesses to identify qualities necessary in the productive workforce of tomorrow, and we design our curriculum to fit those needs.

Johnson and Wales Key Figures

Campuses 5
Students 13,674
Degree programs 51
International students 1,164
Countries represented 83
States represented 50
Employment rate 98%
Students receiving financial aid 85%
Male/female ratio 53/47
Student community service hours more than 160,000
(As of 11/2001)

Campuses

Providence, Rhode Island

Named the number one place to live on the East Coast. Rhode Island has the largest number of college students per capita, making it a vibrant place in which to live. There's always something happening. All majors are offered in Providence.

Norfolk, Virginia

Declared the best city of its size in the south by Money magazine, the Norfolk Campus offers a mild climate and a small, one-on-one setting by the Chesapeake Bay. Culinary Arts and Food Service Management are offered majors.

Charleston, South Carolina

As icons of southern hospitality, Charleston's charms contribute to making the hospitality industry the second largest in the state. Charleston is an ideal spot for travel-tourism, food service and hospitality students. Hospitality and Culinary Arts majors are offered.

North Miami, Florida
Our South Florida campus is in the heart of North Miami, between Miami and Ft. Lauderdale — Metropolitan cities with fast-paced lifestyles. Selected majors are offered in Business, Hospitality, Culinary Arts and Technology.

Denver, Colorado
At the base of Colorado's majestic Rocky Mountains, with places like Vail, Aspen and Telluride close-by, summer and winter sports abound in the Mile High City. Selected majors are offered in Business, Hospitality and the Culinary Arts.

Göteborg, Sweden
In 1992, J&W introduced its business program at the IHM Business School. Scandinavian students receive a competitive, international career education, and J&W students can spend a term in Göteborg.