

City of Issaquah Sports Medicine IPZ – Business Plan

Mission

The Sports Medicine Innovation Partnership Zone will promote and increase the synergy of Sports Medicine related businesses to create jobs and spur innovation in Issaquah resulting in a holistic system of high-quality care for patients of all ages and abilities.

Goals

The long-term goal of the Sports Medicine IPZ is for the City of Issaquah to be known as the location for providers to practice and research Sports Medicine and for people of all ages to receive high-quality, innovative services. Issaquah will be on the leading edge of Sports Medicine, which will further incentivize research and innovation.

This focus will create a platform for businesses, entrepreneurs, workforce developers, researchers and employees to build upon the City's strengths in health care, rehabilitation services and outdoor recreation. The economic development activities that will be spurred by these new partnerships and collaborative efforts in the Sports Medicine industry include:

- Grow business and entrepreneurial services
- Increase industry job opportunities
- Increase education and training awareness and opportunities
- Improve research implementation and commercialization
- Brand the City as the Sports Medicine epicenter

In the short term, the Sports Medicine Steering Committee will:

- Create specific implementation strategies to fill identified service gaps through recruitment or expansion of current businesses
- Foster circulation of research and knowledge that would strengthen Sport Medicine initiatives and serve as an advocate to attract research opportunities
- Build upon Swedish Issaquah's exploration of expanding Sports Medicine services
- Actively support Issaquah School District's award winning Sports Medicine programs
- Catalogue and market college training programs ranging from certificate to post-graduate degrees
- Co-brand with City. The branding efforts are currently underway to focus on the quality of life that draws people that seek an active, healthy lifestyle and value environmental and social sustainability
- Explore hosting Sports Medicine conferences, trainings and other opportunities to be held in the City to encourage professionals to discuss innovation in Sports Medicine
- Create marketing materials to attract businesses, providers, researchers and employees within Sports Medicine

- Add Sports Medicine components to the annual Issaquah Job Fair and Great Careers Conference events
- Actively pursue media coverage for innovative businesses and IPZ activities

These efforts will result in an innovative health care and services system that also attracts users to the City. Secondary economic development benefits from the IPZ include increased usage of hotels, restaurants and retail services.

Leadership and Governance

Management Team and Roles

The Sports Medicine IPZ will be governed by a Committee of Sports Medicine stakeholders including local economic development organizations such as the City of Issaquah and Greater Issaquah Chamber of Commerce.

Committee Members will include:

- Private Businesses
 - Swedish Issaquah
 - Virginia Mason Issaquah Medical Center
 - Proliance Surgeons
 - Small and medium-size businesses such as Peaks Sports & Spine Physical Therapy
- Workforce Development Providers & Research Partners
 - Bellevue College
 - Lake Washington Technical College
 - Highline Community College
 - Issaquah School District
- At-large Members
 - Greater Issaquah Chamber of Commerce
 - Economic Vitality Commission
 - City of Issaquah Economic Development (Zone Administrator)
 - Student representative
 - Community Representative (as appropriate)

Each of these organizations is committed to create strategies that build upon Issaquah's strengths to grow the sector and achieving the mission and goals.

In addition, regional partners, such as Economic Development Council – Seattle/King County, Workforce Development Council – Seattle/King County and Port of Seattle, have been invited to join the Committee as ad-hoc members.

Anticipated Partner Involvement and Investment

The Committee will meet at least quarterly to manage the business plan and make adjustments as necessary. A smaller management team will be established to communicate monthly regarding progress of the business plan implementation and to discuss new opportunities. Technology will be utilized to encourage communication between meetings. Examples may include webinars and video conferences with experts in Sports Medicine throughout the country, to share information and hold conversations around topics of interest.

At this time, the City will act as a fiscal agent for Sports Medicine IPZ Committee financial transactions.

The City will serve as the IPZ Administrator. In this role, we are committed to:

- Designate an Economic Development Manager to serve as Zone Administrator and facilitator of Sports Medicine IPZ Committee
- Facilitate development and implementation of business plan strategies
- Serve as point of contact for Department of Commerce
- Invest funding and staff resources for marketing and branding efforts
- Actively pursue media coverage, business recruitment opportunities and other efforts
- Manage relationships with property owners and managers to communicate efforts of IPZ and better understand property offerings
- Attend Sports Medicine related conferences and events, as appropriate
- Provide space, as available, for meetings and other Sports Medicine IPZ related events

Swedish Issaquah will:

- Explore expansion of Sports Medicine services at Issaquah campus
- Collaborate with employees and providers to promote innovation of Sports Medicine
- Share professional sector knowledge and resources with the Steering Committee
- Connect any Sports Medicine-related research and clinical trials happening within their affiliate system (currently over 700 clinical trials for all types of medicine) to Issaquah providers, as appropriate
- Provide leadership, guidance and support as a member of the Management Team of the IPZ Committee
- Provide space, as available, for meetings and other Sports Medicine IPZ related events

Lake Washington Technical Institute will:

- Connect Sports Medicine related educational programs to the IPZ efforts
- Serve as the lead to collaborate with student and instructor researchers and medical providers to enhance research and learning opportunities

- Utilize business relationships to connect with IPZ efforts
- Provide leadership, guidance and support as a member of the Management Team of the IPZ Committee
- Provide space, as available, for meetings and other Sports Medicine IPZ related events

Bellevue College will:

- Connect Sports Medicine related educational programs to the IPZ efforts
- Utilize business relationships to connect with IPZ efforts
- Provide leadership, guidance and support as a member of the Management Team of the IPZ Committee
- Provide space, as available, for meetings and other Sports Medicine IPZ related events

Sustainability Plan

Issaquah has an ecosystem of Sports Medicine providers that currently strive to best serve the individual patient and their needs. The Sports Medicine IPZ partners have invested in this sector for the long-term to meet the growth in the industry. Swedish Issaquah and the City of Issaquah negotiated a development agreement providing Swedish 1,077,000 sq. ft. of commercial entitlement for future development on the 10-acres adjacent to the hospital. Proliance Surgeons just completed a 9,000 sq. ft. building expansion to expand services in Issaquah. Virginia Mason Issaquah Medical Clinic will add a Sports Medicine physician to its offices in Fall 2015.

The City has invested in a four person Economic Development Department in 2012. The City understands the need to invest in strategic alliances to further job and entrepreneurial growth. Further investments were made to develop a strategic plan and sector analysis to determine sectors to actively pursue. Sports Medicine was identified as the first sector to pursue due to the strengthen of partnership opportunities. (See Business Plan – Attachment 1) City Council allocated implementation funds. In addition, this new focus is documented in the Economic Development Strategic Plan adopted in 2014 and in the update to the City's Comprehensive Plan in 2015.

The Issaquah School District has invested in Sports Medicine through its Career and Technical Education programs at its three high schools. The Issaquah High School program has won the Sports Medicine CTE state and national titles for several years. An additional instructor will be added in the 2015-16 school year to address waiting lists of students interested in the program. All of the program instructors are actively involved with Issaquah providers in Sports Medicine to enhance student learning.

These efforts indicate a long-term interest in the field. The City is committed to providing staffing to support business growth. As part of the business planning efforts moving forward, a strategy to address growing general support, increasing private leadership and long-term goals to sustain efforts will be developed.

Strengths of the Sports Medicine IPZ

Innovation & Technology

There is tremendous growth opportunity in the field of Sports Medicine with innovation trending in the regenerative musculoskeletal research, robotics and 3-D printing. The partners involved in the Sports Medicine IPZ have adopted research and innovative techniques to provide services to patients to aid healing and reduce invasive treatments. From treating the whole body when addressing injuries to utilizing new technology in assisted movement, providers are focused on providing services that enhance people's lives rather than just fix a problem.

Our partners are actively involved in various Sports Medicine associations such as American College of Sports Medicine, American Orthopaedic Society for Sports Medicine and American Medical Society for Sports Medicine. Each of these organizations provides the opportunity to participate in research opportunities and sharing of resources. These associations provide professional development events to keep up-to-date with a changing industry.

Human Capital

The medical industry is strong and growing in Issaquah. The City has seen an annual growth rate of 12.1% from 2001 through 2013, for a total of 2,424 new jobs. While all of these jobs are not Sports Medicine related, it portrays the growth in health care services within the City. The Sports Medicine industry is expected to grow 3 – 9% and Issaquah is poised to capture that growth through investments made by partners and focused business support efforts by the IPZ.

Sports Medicine educational opportunities for students of all ages exist for Issaquah residents and employees. Issaquah is served by multiple higher education institutions, including Bellevue College, Lake Washington Technical Institute and Renton Technical College through the State's Community and Technical College System. Programs through these colleges that support Sports Medicine include general Allied Health programs, Physical Therapy, Physical Education and Personal Fitness programs. In addition, Bellevue College currently owns 20 acres of land in the Issaquah Highlands that could be developed to take advantage of the growth of the Sports Medicine cluster.

The Issaquah School District's Career Technical Education (CTE) program currently provides Sports Medicine programs in three high schools.

The Greater Issaquah Chamber of Commerce is a partner in the Sports Medicine IPZ and its Workforce & Education Committee will play an active role. This committee currently includes membership from the Chamber's board and staff, Issaquah Schools Foundation, Bellevue College, Renton Technical College, Lake Washington Technical College, Issaquah School District as well as other businesses. The committee currently hosts a Great Careers Conference annual event and provides scholarships to high school

students to pursue higher educations. Both of these efforts can be leveraged to include a Sports Medicine focus.

The City of Issaquah, along with the Workforce Development Council –Seattle/King County, Greater Issaquah Chamber of Commerce, Issaquah School District, and Issaquah Schools Foundation, has hosted an annual job fair for the past two years. The job fair in 2016 will include focused efforts around the Sports Medicine employment opportunities.

The City will also partner with the Port of Seattle and Economic Development Council – Seattle/King County to pursue regional opportunities as the need arises. Both organizations have shown interest in these efforts and will be included in briefing updates as well as invited to meetings and events.

The residents of Issaquah are another source of human capital to contribute to the Sports Medicine efforts. Many of these residents do not work within Issaquah businesses but have medical, technology and other skills that would add to the collaborations possible for the Sports Medicine IPZ.

All of these collaborative efforts will further support Sports Medicine and assist the city to retain and attract human capital.

Infrastructure

The healthcare industry has a strong infrastructure in place for provision of services and for referrals. Each of our partners has made investments to enhance services and increase their infrastructure to add capacity for services. The expansion of services by Proliance Surgeons and Virginia Mason Issaquah Medical Center will be in place by the end of this year. Swedish Issaquah has the potential to develop over 1,000,000 sq. ft. of additional healthcare related commercial space.

There is tremendous development opportunity in Issaquah, which includes commercial land with entitlements. The Central Issaquah Plan allows for increased density and mixed use and the commercial core has just been designated as a Regional Growth Center by the Puget Sound Regional Council. Issaquah has more than 200 acres of shovel-ready land. The City's TDR program increases development potential as well.

The City and Chamber's dedication of staff to assist businesses and specifically to grow the Sports Medicine sector will continue to create synergistic opportunities. Both entities are currently implementing a tourism plan that includes adding staffing capacity in 2016 and beyond. This focus may create "medical vacation" opportunities. Attracting Sports Medicine conferences and events is another opportunity for collaboration.

Long Term Market Growth for Sports Medicine

On a global scale, the Sports Medicine market has been valued at \$31.5 billion in 2014, with \$23 billion in the US market. Both Sports Medicine and Sports Medicine device markets are growing from 3 – 9% due to rising participation in sports activities among individuals of all age, increasing focus for cost-effective treatment solutions for sports injuries, and technological advancement. In addition, the aging population is more active, which has increased the demand for arthroscopic surgeries to continue their active lifestyle. Reducing obesity and concussion prevention and treatment are important Sports Medicine focus areas as well. These trends are not expected to reverse in the near future.

The variety of services and products related to Sports Medicine allow for a diverse selection of careers. Some require minimal education while others require advance degrees.

Occupation	Type	Amount
Athletic trainer	Range	\$40,000 - \$53,000
Corporate Communications Manager for sports	Mean	\$87,000
College Coach	Range	\$46,500 - \$70,000
Gym Teacher	Median	\$50,400
Sports Medicine MD	Median	\$241,000
Sports Medicine nurses	Median	\$65,500
Orthopedic Physicians	Mean	\$271,000
Chiropractor	Mean	\$79,760

DeBuz, Dona. "Seven Sports Jobs and What They Pay". Monster Finance Career Expert.

Entrepreneurial Climate in the Sports Medicine IPZ

Issaquah is a mix of home occupation, small and medium businesses and Fortune 500 companies. There are over 1,200 businesses located within Issaquah and another 2,000 home based businesses with business licenses. Many of the home based businesses are part-time or hobbies that entrepreneurs are building to change careers or to pursue a passion. The community reflects this entrepreneurial spirit as it has developed planned communities to accept regional growth and collaborated with large property owners to create development agreements to ensure a shared vision of the future. The City continues to be creative and look for partners when faced with challenges of transportation, redevelopment and other issues.

The City's invested in a four person Economic Development Department in 2012 that added business services and advocacy to an already entrepreneurial community. The City created an Economic Vitality Commission in 2012 to "act as a catalyst between the City Council, developers, residents and the business community to expand and improve the economic climate of Issaquah within the context of the City's commitment to social and environmental objectives." This allows the City an opportunity to hear from 12-members of the business community regarding trends, opportunities and concerns.

The City also has a strong partnership with the Greater Issaquah Chamber of Commerce. These entities work hand-in-hand to serve business needs and address barriers to economic growth. The Chamber has initiated a Small Business Information Resources program that links businesses with volunteer industry 'experts' in the fields of law, marketing, finance and other business needs. In addition, the Chamber has built a relationship with SBA and SCORE for businesses to access those services within the community.

There are several other entities that support businesses and provide small businesses an opportunity to learn and grow. The King County Library System offers small business educational workshops. A private owner has established a co-working space and office-sharing businesses. This owner hosts workshops and events to allow smaller businesses the opportunity to network and learn from each other.

These efforts have created an environment where entrepreneurs such as Matthew "Griff" Griffin created Combat Flip Flops, an international apparel and accessory manufacturing company, from a small office on Gilman Boulevard in the heart of the City's commercial corridor. The Costco headquarters' buildings are tucked away in Issaquah but the company hasn't shied away from providing innovation products and services around the world. Artists collaborated to form ArtEast and open a retail store in Downtown.

Commercialization Plan

The Sports Medicine IPZ will bring Sports Medicine providers together that typically do not professionally network. The benefits of these efforts will be an increased awareness of research and innovation in products and services to better serve patients. The sharing of information and latest trends across Sports Medicine sectors will allow for top-down and bottom-up innovation.

With the strong ecosystem of Sports Medicine providers already in place in Issaquah, the commercialization of research findings will be enhanced with the Sports Medicine IPZ platform. It is important to remember that the IPZ partners are also competitors and therefore sharing of research findings may be limited in the initial phases of innovative services and products. The overall implementation in individual businesses will increase market share and the IPZ can assist with awareness in the industry and beyond.

The Sports Medicine IPZ will discuss where opportunities do exist for wider commercialization and implementation across partners. This process and discussion will focus on increasing the sector in Issaquah.

Performance Measures and Reporting

The Sports Medicine IPZ Steering Committee and Zone Administrator are committed to tracking measurements and outcomes in order to demonstrate progress. The reports will include information on efforts undertaken, results and improvements necessary to ensure success. This focus will allow us to refine performance measures over the four years to adjust for unforeseen opportunities.

The following indicators of success will be tracked and reported by the Zone Administrator.

- Economic impacts including additional jobs and businesses
- New partnerships/collaborations
- Workforce education impacts, including increased awareness and participation of programs, improvements to current or new training programs, increased partnership with private industries
- Marketing results including media coverage, paid advertising, networking and events highlighting the IPZ's efforts, collaborative branding activities
- Research and innovative efforts of Sports Medicine IPZ partners that enhance the sector in Issaquah and beyond

5. CLUSTER STRATEGIES

Exhibit 28. Target Industries Review Template

Business Plan - Attachment 1

Cluster	Description	Local Company Examples	Opportunities	Challenges
Outdoor Recreation and Tourism	A place-based cluster of businesses focused on recreational amenities. This can extend to recreation companies testing products, retail, equipment R&D, with overlap between Healthcare.	<ul style="list-style-type: none"> • REI • Gerk's Ski and Cycle • Creekside Angling Company • Uphill Running • Kayak Academy • Arena Sports 	<ul style="list-style-type: none"> • Issaquah has unmatched access to outdoors; this cluster can complement existing recreational technology activities in Kent. • Overlap with healthcare. 	<ul style="list-style-type: none"> • Lack of existing presence. • The City would have to take a leadership role in developing this; challenges in defining the cluster.
Health and Wellness	Includes a range of practices: hospitals; preventative care; aging care; and specialists. There is overlap between Healthcare and activities of Healthcare Research and Manufacturing, as well as Outdoor Recreation and Sports Medicine.	<ul style="list-style-type: none"> • Overlake, Virginia Mason, Providence Marianwood • UW Medical and Swedish • Lakeside Center for Autism • Spiritwood at Pine Lake • Issaquah Nursing & Rehabilitation Center • Proliace Surgeons 	<ul style="list-style-type: none"> • A strong existing presence. • Opportunities for expansion on activities complimentary to Swedish. • A growing and aging population. 	<ul style="list-style-type: none"> • The health care business model is in flux. • Issaquah must define the City's role among Eastside providers within the competitive healthcare market.
Information Technology and Research	Software, gaming, hardware, and R&D along with Dental and medical device and product manufacturing. There is potential overlap between IT activities, Healthcare Research and Manufacturing.	<ul style="list-style-type: none"> • Siemens Medical Solutions • Applied Precision/GE Healthcare • Issaquah Dental Lab • Microsoft • Goldsim Technical • Oslo Solutions • ServiceSource • Luxecards 	<ul style="list-style-type: none"> • Issaquah already has a role as an incubator/startup location. • Skilled labor force in Issaquah and surrounding communities. • More affordable than Seattle; potential for growth as tech workforce ages. • Opportunities for expansion on the already existing presence and for synergies within Healthcare sector. • Growing and aging population. 	<ul style="list-style-type: none"> • Issaquah must define the city's role in Seattle among the competitive technology and research sector. • IT sector needs to diversify beyond Microsoft. • With biotechnology activities elsewhere (Bothell, South Lake Union), this is a competitive market. • Among clusters this one is less well-known.
Company Management and Services	Business headquarters and activities associated with management and operations of companies.	<ul style="list-style-type: none"> • Costco • Acosta Sales & Marketing • Advantage Sales & Marketing • Transnet • NAES 	<ul style="list-style-type: none"> • Growth in Costco footprint & existing vendors. • Opportunity to grow businesses that support Costco and locate them in Issaquah. 	<ul style="list-style-type: none"> • Lack of complementary office space. • Need to diversify beyond just Costco.