

## Economic Development

1775 – 12<sup>th</sup> Ave NW | P.O. Box 1307

Issaquah, WA 98027

425-837-3450

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## 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 ideal 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

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- Foster programs that would support Sports Medicine in Issaquah, such as scholarship programs and/or job-shadow programs.
- 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. Possibly track Sports Medicine Students to see where they land in the workforce.
- 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
- 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
  - Overlake Medical
  - Proliance Surgeons
  - Small and medium-size businesses such as Issaquah Family Chiropractic, Phenix Physical Therapy and Cross Functional Massage
- Workforce Development Providers & Research Partners
  - Bellevue College
  - Lake Washington Technical College
  - Issaquah School District
- At-large Members
  - Greater Issaquah Chamber of Commerce

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- Economic Vitality Commission
- City of Issaquah Economic Development (Zone Administrator)
- Issaquah School District
- Sound Publishing

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 Officer 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
- Utilize Port of Seattle Economic Development Grant Funds to bolster the program.

Swedish Issaquah will:

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- 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

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, winning the National Competition in 2019. 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.

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## **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**

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

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

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an annual job fair for the past several years. The job fair in 2020 will include focused efforts around the Sports Medicine employment opportunities.

The City will also partner with the Port of Seattle and the Greater Seattle Partners 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.

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.

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. The Destination Marketing Organization, Visit Issaquah, was stood up and developed in 2019. It is now staffed with a full-time Executive Director who reports to a Board of Directors. The City also joined the Seattle Sports Commission in 2019, and will hand that seat over to a member of Visit Issaquah. Attracting Sports Medicine conferences and events is another opportunity for collaboration.

### **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 1,400 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

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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 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.

### **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.

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### **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