



Kimberly Community Review

April 18-20, 2017



UNITED STATES POST OFFICE
KIMBERLY, IDAHO
83341

- *Economic Development*
- *Community Design & Identity*
- *Land Use Planning*

Kimberly Community Review Report

April 18-20, 2017



The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector.

It is coordinated by the Idaho Rural Partnership.

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The visiting team extends special thanks to Home Team Coordinator Craig Eckles with the City of Kimberly. We also appreciate the time and efforts of home team focus area leaders Dan Shewmaker (Economic Development), Nancy Duncan (Community Design and Identity), Cindy Schmidt (Land Use Planning), and Lee McKinlay (Listening Sessions).

Finally, the visiting team thanks the Kimberly School District and Ageless Senior Center for their contributions and participation.

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PART I EXECUTIVE SUMMARY

Description of the Idaho Community Review Program

The Idaho Community Review Program is an initiative of Idaho Rural Partnership (IRP)—a government chartered public-private partnership. It provides observations, recommendations, and available resources to Idaho communities with populations less than 10,000. IRP’s website (<http://www.irp.idaho.gov/>) describes more about the Community Review Program and has a link to this report and dozens of others for Idaho communities. IRP is also on Facebook at www.facebook.com/IdahoCommunityReview - feel free to “Like” the CR program.

Costs and Value of a Community Review

In addition to all the many benefits of Community Review (Review) that are either non-financial or are financial but difficult to measure, there is a substantial in-kind value. In-kind value is direct costs plus the amount spent by visiting team for travel, hotels, meals, etc. IRP calculated this value to be \$46,698.62 for Kimberly, and it is itemized in [Appendix E](#). Kimberly can leverage this value as in-kind match when submitting future funding requests. Agencies, organizations, and individuals that made financial contributions to support the Kimberly Community Review are identified on the “Sponsoring Agencies & Organizations” page at the front of this report.

Community Review Initiation and Team Formation

Community leaders initiate a Review by identifying three “home team” leaders and selecting three subject areas termed “focus areas.” Each year, IRP receives applications during a six to eight week window for the upcoming year. Kimberly’s application is linked in [Appendix A](#). During a planning phase beginning two months before a community visit, the home team increases to around four residents per focus area. Simultaneously, IRP leadership recruits a “visiting team” of 10 to 18 Idaho resident experts from government and non-government organizations for their knowledge about the focus areas. Appendix B contains biographies and contact information for the visiting team members.

What Happens in a Community Review?

During the two month planning phase, a pre-visit survey and several listening sessions occur. Then the community visit occurs, a three day period when the visiting team visits the community learning about issues and opportunities through tours, meetings, more listening sessions, and interviews. Town hall meetings occur on the first and last days of the community visit. In the second town hall meeting the visiting team presents preliminary observations and recommendations. A complete itinerary and schedule are included in [Appendix D](#). In the following paragraphs, additional details are provided for each of these components of Kimberly’s Review: listening sessions, pre-visit survey, focus areas, and town hall meetings.

Listening Sessions

On March 29th and 30th, Kimberly listening sessions were conducted with food producers, community service providers, Parent Teacher Student Organization (PTSO), high school government class, and seniors. Two additional listening sessions were conducted with the home team, business owners, and

Hispanic residents during the community visit. Each visit involved four questions and a group of at least eight residents (though the business owner session had less, and a session for Hispanic residents had only one participant). The four questions were: What don't you want to see in Kimberly in the next five years; What do you want to see in Kimberly in the next five years; What challenges may prevent what you want to see, and; What assets may help achieve what you want to see? Responses were written on a flip chart and typed on computer. Results are summarized in [Part II](#).

Pre-Visit Survey

The Kimberly survey was a combination of 35 standard questions, six demographic questions, and four open-ended questions selected by home team members. Discussion started early March, and surveys were mailed by IRP to 1,267 addresses on March 29th, and 238 were returned by April 12th. Because over 10% of the population of Kimberly is Hispanic, a Spanish version of the survey was included. All responses were anonymous. The mailed survey form and a summary of all survey results are included as [Appendix C](#). Survey results are discussed in more detail in [Part II](#).

Town Hall Meetings

In the first town hall meetings, future newspaper headlines based on listening session summaries were developed and then voted on by community members. Despite attendance in both of Kimberly's town hall meetings being between 7 and 10 residents (in addition to home team members) some great headlines were generated. Below is a list of the top five.



1. Idaho tourism study leads to Kimberly as "Gateway to Highway 30 Historical Route"
2. Scouts complete first mile of bike path with benches
3. Land owner donates land for sports park
4. Kimberly pulls together to get kids wet!
5. City officials are our friends

In the second town hall meeting, visiting team members presented initial observations and suggestions. These have been refined, expanded, and presented in the listening session information in [Part II](#) and focus area information in [Part III](#). Following visiting team members' presentations, everyone in the room brainstormed possible steps and priorities moving forward. Discussion primarily focused on options for bed & breakfasts, a recreation district, and bike and walking paths.

Focus Areas

In Kimberly, all three focus area meetings, each lasting two hours, were conducted in City Hall on April 19th. Visiting and home team members (as availability permitted) listened to discussions between focus area teams and local stakeholders. Topics and times were: economic development at 9:00AM, land use planning at 1:00PM, and community design and identity at 3:00PM. Visiting team member from each focus area independently went to various shops and locations to take pictures and ask questions. In



addition to the three focus areas selected by the home team, IRP finds it helpful to consistently add a fourth focus area in

Review reports to capture key findings not included in the other three focus areas. For Kimberly, this fourth focus area was civic life and community involvement. In Part III of this report, for each focus area, observations and suggestions are divided into the three categories: *Community Comments and Concerns*, *Opportunity Areas* with specific recommendations, and *Resources* which can help accomplish recommendations. Summarized here is a list of opportunities identified by the visiting team for each focus area.

Economic Development

Opportunity Areas

1. [Strategic, targeted industrial development](#)
2. [Attract visitors](#)
3. [Join arms with the schools](#)

Community Design and Identity

Opportunity Areas

1. [Not “just” a bedroom community](#)
2. [Build on downtown revitalization efforts](#)
3. [Recreation district / center, KYA, and events](#)

Land Use Planning

Opportunity Areas

1. [Industrial along / near rail lines](#)
2. [Review, clarify and modify current land use zones](#)
3. [Design review and connectivity](#)
4. [Implement existing plans](#)

Civic Life and Community Involvement

Opportunity Areas

1. [Communication](#)
2. [Youth](#)
3. [Inclusiveness](#)

PART II LISTENING SESSIONS AND SURVEY



Community Listening Sessions

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the home and visiting team. The approach is simple: ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what was heard. The point of getting a cross-section of interest groups and perspectives is to provide the community at large—as well as leadership—with a sense of shared local priorities, values and concerns. The benefit to community leaders is proportional to the level of resident representation and participation. The listening session team made two visits to Kimberly in 2017; the first over March 30 and 31 and again during the April community visit with the whole visiting team.

The Review included listening sessions with the following eight stakeholder groups:

- Food producers
- Community service providers
- Parent Teacher Student Organization (PTSO)
- High school government class
- Seniors
- Home team
- Business owners
- Hispanic residents



Listening sessions lasted approximately 60 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the three focus areas selected for the Review. Facilitators simply ensured stakeholder groups understood the four questions, recorded comments, and encouraged everyone in attendance to participate in the session. The listening session questions were as follows:

- 1. What DON'T you want to see in your community over the coming 5–10 years?***
- 2. What DO you want to see in your community over the coming 5–10 years?***
- 3. What challenges prevent your desired future?***

4. What assets exist that can be used to bring about your desired future?

The form distributed to all participants at the beginning of each listening session described the process this way:

“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. The process works best when we have your honest and frank assessment of your experience and perception; your responses will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

What DON'T you want to see in your community over the coming 5-10 years?

Loss of small-town feel

Across the various stakeholder groups, we found several cross-cutting concerns. Several of these centered around what folks described as a loss of Kimberly's small-town feel. Residents clearly did not want anything they perceived would change their sense of safety, quality of life and relaxed pace. Most other *don't wants* could be linked to this value in some way. Not surprisingly, there were some inconsistency in the priorities as expressed, but these can be explored by residents and leadership moving forward.

Poorly managed growth

This was expressed in various ways including disapproval of growth not in line with the larger community's long-term interest or not paying its own way:

- Population growth exceeding the capacity of existing infrastructure (water, sewer, roads) or local school district
- Uninformed or short-sighted growth and development with a narrow focus - uninformed by community design values or long-term strategy - including loss of historic structures
- Industrial or commercial growth creating more noise, dust or land uses incompatible with the prevailing notion of small-town life
- Development or construction unduly burdening small business

Stagnation and apathy

Alongside the desire to retain Kimberly's *small character* was fear of stagnation in local business, civic and social sectors, and a concern about apathy among residents remaining disengaged or discouraged.

Too much industrial growth

Industrial growth came up in relation to land use and quality of life discussions. Residents did not want the same sort of extensive, rapidly growing industrial and commercial presence as they saw on the Twin Falls side of the border. While many saw an opportunity for growing and diversifying the tax base, there also seemed to be an aversion to anything 'not small-town' in nature.

More taxes and fees

We hear this from some folks everywhere we go. In Kimberly's case, we heard from several business owners concerned about what they felt were disparate assessments compared to similar pricing for residential service delivery. We noted the City's concern that the lion's share of Kimberly's tax base was

residential; the problem being that residential customers required services costing more than their property tax contribution. We heard several times during the Review that Kimberly's taxes were "the highest in the state," which we have heard in other communities as well.

Big-box store or chains

This was a big deal to all groups, some of whom explicitly mentioned Wal-Mart and fast-food chains. There was recognition that all of these stores were readily available nearby in Twin Falls and fear of 'becoming Twin' or 'losing our distinction from Twin.' Other reasons included the need to keep local dollars circulating within Kimberly's own economy through locally owned businesses rather than lost out of state.

Business barriers

We heard from business owners who did not feel supported by local residents or government. Respondents described an infrastructure project involving excavation that discouraged customers for many months. Others described receiving little or no local support but having locals request giveaways and donations for local events.

Rental housing

The visiting team was asked to consider local housing needs. We heard from first responders that they did not want low-income apartments. A local nonprofit developer/manager offered to invest in two below-market, workforce-housing duplexes in Kimberly just prior to the community visit, and he was told "no thanks" by the City.

What DO you want to see in your community over the coming 5-10 years?

Recreational amenities

We heard quite a bit about the recent election involving a recreation district/center, which failed to pass in a recent vote. In one form or another, we heard that people wanted family friendly recreation opportunities both indoors and outdoors; a Boys and Girls Club; facilities for basketball, swimming, and bowling; and a more straightforward recreation district/center. This fit a larger pattern of interest in recreational amenities like improvements to sidewalks and expanded bike paths; after-school activities for children and teens; and non-sports activities like arts and crafts.

Attract and grow business

We heard mixed messages about the health and capacity of the downtown business district. One city official indicated that only two storefronts were vacant (we counted at least five), but many locals expressed a strong desire to both support existing business expansion and attract new and unique businesses to help bring people into the downtown. Overall, participants wanted to see a diverse retail mix that would include non-chain restaurants (see below). People wanted a quality retail anchor, which could be a large franchise store or a destination



business drawing customers into a district. We also heard from a few people wanting to see expanded grocery options.

Adding to this was interest in continuing the City's downtown revitalization efforts, which could in turn support a healthier business environment.

More restaurants

We learned firsthand that Kimberly had some great food. At the same time, we heard that many locals would like to expand the palette of local food options. This interest for additional restaurants was sometimes accompanied by an interest in lodging options (bed and breakfast or other short-term rental), and sometimes in conjunction with more diverse businesses in general. A solid coffee shop and bakery were suggested. This is discussed more in the [Economic Development section](#).

Accessible community

We heard from seniors and others about an interest in enhancing the accessibility of the downtown business district and surrounding community. Locals were interested in improvements to streets, sidewalks and bike paths.



Expand library and school capacity

We heard concern about school and library facilities keeping pace with rapid population growth. Idaho Rural Partnership's surveys of rural Idaho communities (like the one in Kimberly) consistently has shown community libraries and EMS as services with the highest satisfaction ratings for small-town Idaho. While the library was clearly seen as an asset, we heard several times that it was underutilized.

What challenges prevent your desired future?

Rapid population growth

A range of challenges were shared during listening sessions, but the one expressed most often and with the greatest sense of urgency was how Twin Falls growth impacts Kimberly. Kimberly residents valued their small-town identity and atmosphere and did not want to be swallowed up by Twin Falls. Residential growth on farmland was occurring, leading to an interest in how farmland and agricultural practices could be preserved despite competing values. Related to this was a tax base problem created by pressure to build housing developments without a parallel growth of local businesses, resulting in relatively high taxes for existing businesses and residents.



Residential growing pains were impacting the school system including: high traffic congestion during drop-off and pick-up times; temporary structures installed for overflow; and looming loss of the small school district designation, which would change who sports teams play against. A new school was under construction, but the visiting team wondered if additional traffic issues were on the horizon as walking and biking paths to the school from around Kimberly had not been included in planning. Similarly, we heard additional residential growth had expanded first responder call volume without additional revenue to support personnel and equipment needs.

Limited local business variety

Limited variety of local businesses was cited as a challenge in that there were few reasons to come to Kimberly from Twin Falls and lots of reasons for Kimberly residents to shop in Twin Falls. Many listening session participants said they would like to see more unique businesses attracting visitors and keeping local dollars circulating in Kimberly.

Wastewater

Wastewater expansion, or “sewer dependency” on Twin Falls, was another issue mentioned numerous times. The concern was that Kimberly’s fate was being decided by Twin Falls leaders, who were likely to put Twin Falls’ interests above Kimberly’s.

Civic leadership and engagement

This is a common set issue in many small towns, but Kimberly had some disconnects that were difficult to define or explain. City leadership was mentioned a number of times, but we sometimes discovered upon further questioning that people perceived that past city leadership created lingering problems. We also heard that City leadership “does not listen to business owners,” and that there was selective public involvement. We experienced the latter when we encountered long-time resident leaders who had not been tapped to participate in the Review.

A lack of engagement, or “apathy” of residents was noted time and again. We spoke to many people who were fully engaged in community activities, but they longed to see more involvement by the rest of the community.

We had zero participation in the listening sessions for Hispanic residents, despite a great deal of effort by visiting team members. This pointed to a lack of cross-sector relationships in Kimberly. In this case

there was a disconnect between what the visiting team was told and our observations. We were told there was an insignificant Hispanic population, although the 2015 American Community Survey puts Kimberly's Hispanic population at 15.7%. There was a Hispanic church and downtown business that the planning team was not made aware. Competing events and tensions due to national policy shifts and rhetoric regarding immigration may have inhibited participation. However, Hispanic listening sessions typically have the most participants, so to have zero participants in Kimberly indicated some underlying issues. This topic is addressed in the [Civic Life and Community Involvement](#) section.

Lack of business cooperation

Friction within the business community was apparent, which could be attributed to personal differences in part. We heard about a perceived inequity in how businesses were supported and promoted. Difficulty competing with businesses in Twin Falls seemed to be fueling some discontent amongst local business owners.

Parking Issues?

We heard about a lack of parking from some residents. However, over the course of our three days in Kimberly, the only parking shortage we saw was in front of the Senior Center. This seemed to stem in part from a concentration of parking needs by a neighboring business and in part from downtown residents and employees parking there. We heard about accessibility issues and a visiting team member using a scooter experienced those challenges first hand.

Lack of Activity Downtown

During listening sessions we heard a great deal of discontent with downtown. We heard it lacked vibrancy and a welcoming demeanor. A desire for more restaurants and activities was mentioned frequently.

What assets exist that can be used to bring about your desired future for Kimberly?

Location and recreational opportunities

Kimberly residents voiced appreciation for abundant and spectacular natural amenities such as Shoshone and Twin Falls, Dierkies Lake, Indian Springs, Balanced Rock, the Drops, the South Hills (near Hummingbird Farm), and even some natural assets intertwined with human history. Magic Mountain Ski Area was mentioned several times, and recreational opportunities, including great biking on the long flat roads in the area, provide quality of life to residents. While visiting, we learned that Rock Creek Station on the Oregon Trail was professed to be the site of the event that inspired the fictional tale of High Noon and had become the location of a museum (and haunted house) and natural history site. Other historical assets valued by the community included



old buildings in town, the LA Thomas Center and the library, which was part of the old railroad depot.

Agriculture was mentioned numerous times as an important asset to the community and its character.

Downtown and local businesses

Other assets included the streetscape, event center/heating and plumbing business, local restaurants, the grocery store, and other businesses and industry. Local banks received a special community steward shout-out time and again, and their participation in the Review was notable.

Municipal and non-profits services and facilities

Residents also appreciated the City park, community events, local churches, city police, fire department and EMS services, and civic groups. Cecille Griffith, who owns the Kut & Kurl and also leads the East End Providers organization, was mentioned numerous times as a community asset.



Ageless senior center

Seniors in town and from around the area greatly appreciated the Ageless Senior Center and its events. The day we conducted the listening session at the Center we probably met more people from

surrounding communities than from Kimberly! We also learned a great deal about Kimberly's and the region's history. We were lucky enough to eat there a few times and would give the food and service three stars!



Youth services and facilities

A major Kimberly strength voiced repeatedly by residents was its strong support for youth development. The school district had clearly earned a superb reputation in the region, which was demonstrated by people moving into the school district and by Twin Falls residents seeking to enroll their children. The district recently had to change its open enrollment policy due to excessive demand. The Kimberly Youth Association (KYA) had a long track record of providing great sports and recreational opportunities for kids, and the Parent – Teachers organization, as well as the booster club, clearly conveyed to kids their high value in Kimberly! We did, however, notice a lack of accommodations for youth with disabilities.

Pre-Community Visit Survey

In Kimberly, this survey allowed 238 individuals (96% living in City of Kimberly) to share their opinions on a combination of 35 standard questions on a 1 to 5 Likert scale, six demographic questions, and four open-ended questions selected by home team members. Discussion about question selection started early in March, and surveys were mailed by IRP to all 1,267 mailing addresses in Kimberly on March 29th. By the April 12th deadline, 231 were returned by mail and another 7 were completed online. The overall response rate was 19%. Because over 10% of the population of Kimberly is Hispanic, a Spanish version of the survey was included. All responses were anonymous. The mailed survey form and a summary of all survey results are included as [Appendix C](#).

Summary of Survey Results

Raw results are provided in Appendix C in five sections: [Demographics](#), [Infrastructure](#), [Economic Development](#), [Civic and Community](#), and [Businesses Respondents Would Support](#). These topics are summarized below.

Demographics

Demographics including age, education, household income, race, and home location were collected to help interpret survey results. More than half of survey respondents (61%) were female. Many residents from every age group, except those under 25, responded. Respondents had a wide range of household income and education levels, from very low to very high. New and longstanding residents responded. Hispanics were under-represented with only 5% of respondents being Hispanic and 15.7% of the population estimated to be Hispanic in the American Community Survey.

Responses to several questions were notably lower or higher for certain groups, such as clearly higher satisfaction with job quality for those under 35 years of age. These are highlighted throughout the report where pertinent.

Infrastructure and public services

Survey respondents expressed moderate to very low satisfaction with infrastructure and public services. Below are the questions with the high and low ratings:

Satisfaction Level	Survey Question
Very High	K-12 education
High	Police protection / law enforcement
	Library
	Community parks and playgrounds
	Availability of food bank
	Domestic water services
Low	Walking and biking in community
Very Low	Recreation and entertainment opportunities for adults
	Mental health care services
	Drug and alcohol treatment programs
	Local arts and cultural opportunities
	Public transportation

Economic development and local businesses

Survey respondents expressed moderate to very low satisfaction with economic development, housing, and business.

Satisfaction Level	Survey Question
Moderate	Appearance of downtown
Low	Appearance of residential neighborhoods
	Housing availability
	Housing affordability
	Availability of fresh fruits and vegetables
	Variety of goods and services available in community
Very Low	Availability of quality (e.g. living wage) job opportunities
	Visitor attractions and services (e.g. information, lodging...)
	Availability of info / training for people starting new businesses
	Vocational or workforce training programs

Comparison with other Idaho communities

IRP has conducted comparable surveys in 33 other Reviews. Questions varied on these surveys, so not all 33 other surveys had the same questions as Kimberly, but many had similar questions allowing for comparison. Satisfaction was lower than state averages for some questions and higher for others. For instance, Kimberly residents' satisfaction with "Local arts and cultural opportunities" was lower than 22 of 26 other communities. "Availability of info / training for people starting new businesses" ranked lowest of seven. "Vocational or workforce training programs" ranked lower than 21 of 26. Note that "Vocational or workforce training programs" was least satisfactory to those between 45 and 65 years old and to those with no post-secondary education. In contrast, satisfaction levels with K-12 education were higher in Kimberly than all but 3 of 26. Also, Kimberly residents' satisfaction with internet and law enforcement were both quite high, ranking 5th of 22, and 7th of 28 respectively.

Of particular interest, given residents' interest in recreation options (discussed immediately below), was low satisfaction with "Walking and biking in community," which ranked low at 17th of 24.

Importance of improving or increasing specific businesses and service

Residents were asked "Please list up to 3 new businesses you would support if they opened in Kimberly" and 166 of 238 residents responded with at least one suggestion. Impressively, 403 suggestions were given all together (and listed in [Appendix C](#), with respondents providing zero, one or two suggestions each. Highlights included:

- **Restaurants:** 122 mentions of some sort of restaurant (excluding bakeries) –around 24 were for fast food, 16 for a coffee shop/breakfast, and 8 for fine(r) dining, in addition to 7 requests for bakeries
- **Grocery options:** 69 grocery-related suggestions, in addition to 7 farmers market/produce stand
- **Recreation options:** 79 mentions of recreational opportunities - including 26 gym/yoga/fitness center mentions, 22 pool, and 10 recreation center. Remaining suggestions were venues, such as child play area (7), theater (5), and bowling (5)
- **Retail options:** Of the 73 mentions, general department stores (either thrift or not) ranked first with 24, followed by hardware/home improvement (10), fabric/yarn (8), clothing (7), and sporting (5)
- **Assorted services:** From health clinics (6) to laundry/dry cleaning (6), tanning or beauty shop (5), small engine mechanic (3), daycare (3), and lodging (3), many services were suggested by more than one resident, but few were suggested by many residents.

"What prevents you from supporting Kimberly's locally owned businesses? (Check all that apply)"

- 128 of 221 respondents (57.9%) marked "Services and products I need are not available in Kimberly."
- 77, or 34.8%, marked "Nothing. Supporting Kimberly businesses is a high priority to me."
- 64, or 29.0%, marked "Cost"
- 49, or 22.2%, marked "Local businesses are not open when I need them"
- 18, or 8.1%, marked "Lack of parking"
- 33 of 221 respondents marked "Other" and stated concerns. The grocery store was mentioned critically seven times. More revealing was the sentiment that nothing worth seeing or doing was downtown, with the words, "Main Street is closed down" and "When people visit they refer to Kimberly as a ghost town."

Support for a Recreation District?

Home team members were interested to learn Kimberly residents' level of support for creation of a recreational district able to levy a tax and be managed independent of City of Kimberly. Of 223 responses, 60 were strongly opposed, 25 somewhat opposed, 56 neutral, 49 somewhat supported, and 33 strongly supported. With 85 strongly or somewhat opposed, 56 neutral, and 82 strongly or somewhat in support, the topic was clearly controversial. Looking at who supported it, 35 to 45 year old's averaged "somewhat support", and those over 55 years old averaged "somewhat opposed." Those between 45 and 55 averaged neutral. Generally, those with higher levels of education had higher support, but those with associate's degrees had the highest level of support of any educational category. Those with the

highest household incomes had by far the strongest support, and those with household incomes between \$15,000 and \$30,000 were least supportive.

Community involvement, information, and leadership

Several questions were asked specifically addressing satisfaction with local civics and leadership. These questions, along with the average satisfaction for all respondents (on a scale of 1 to 5 where 5 is highly satisfied), were:

Question	Average Satisfaction
Efforts by city leaders to welcome and value citizen input	2.8
Local government use of public resources	2.8
Cooperation among local government agencies and community organizations	2.9
Direction community has been moving in the last few years	3.0

Notice how near three (neither satisfied nor dissatisfied) each of these averages was. This indicated a minimum of either controversy or engagement. In each case, *younger* residents were more satisfied, and for both “Efforts by city leaders to welcome and value citizen input” and “Local government use of public resources,” *newer* residents were more satisfied. This may indicate previous leadership was less welcoming and viewed as less responsible in its use of public funds (older residents may not realize this has changed), or it may be more indicative of expectations of those moving in to Kimberly better matching leadership’s approach. Alternately, it may simply indicate newer residents were unaware and unjaded; having seen less local controversy, they simply assumed the best.

PART III: FOCUS AREAS REPORTS

Part III of this report includes Kimberly residents' comments and concerns as recorded by the visiting team within each of the three selected focus areas. It also includes the opportunities, recommendations, and resources identified by the visiting team. The visiting team acknowledges the interrelated nature of many of the issues and opportunities in this section of the report.

Economic Development

Community Comments and Concerns

The economic development-related comments and concerns frequently voiced by community residents and leaders fell into the following themes or categories:



Business start-up and retention

Survey respondents expressed dissatisfaction with the level of support for business development and workforce training. On the other side of the equation, some felt government should steer clear of business development or could not afford such activities. At the time of the community visit, the community was served by the Kimberly Business Owners Association (KBOA) In lieu of a Chamber of Commerce. Like most small town business associations or chambers, KBOA's primary mission was hosting and producing successful community events. This left unmet needs related to mentoring of new businesses, help for existing business expansion, and business-city coordination on continued downtown revitalization. Meeting attendees and entrepreneurs mentioned urban renewal, a revitalized KBOA, and business cooperative strategies as tools for creating and expanding businesses.

We heard that KBOA had 35 members, though only 33 were listed on their website ([http://www.kboa.info/About Us.html](http://www.kboa.info/About_Us.html)), which had not been updated in over a year at the time this report was written. We heard there was a lack of activity for approximately 30 members. A few members were very active, hosting three events per year, each of which was well attended and growing. However, several business owners we heard from thought lack of coordination and organization was preventing new businesses from getting off the ground and existing businesses from thriving. We heard from several new or aspiring businesses that the City had been very accommodating. Obstacles, it seemed, were colder realities of business such as marketing, predicting customer preferences, location, and facility costs, all of which directly impacted risk and financial return. One entrepreneur said, "It takes guts to open a business in Kimberly," and concluded there was a need for something, perhaps an urban renewal agency or re-energized KBOA, to "help give people with the vision and ability the nudge to go ahead and try."

Grocery expansion or competition

A number of Kimberly residents in listening sessions, the survey, and at meetings expressed a desire for more and improved grocery shopping options. Some wanted to see the current grocery store build a new facility with more offerings, while others wanted to see a competitor enter the Kimberly market. Still others liked the current grocery store's convenient central location, anchoring the downtown. When asked "What prevents you from supporting Kimberly's locally owned businesses?" A majority of

respondents (58%) selected the option “Services and products I need are not available in Kimberly,” further supporting the notion that residents overwhelmingly desire for expanded shopping options.

More restaurants wanted

An impressive 73% of survey respondents wanted more restaurants. The types of restaurants desired run the gambit from fast food to ethnic (Chinese, Mexican, etc.) and fine dining. A potential roadblock to more dining options was the high number of residents working outside the community. According to government statistics, 94% of Kimberly’s labor force (1,532 wage earners) worked outside of the community at the time of the community visit. This challenged restaurants; the pool of lunch time customers was limited.

Parking

The issue of parking, also discussed in the [listening session](#) section, lay in the eye of the beholder. Users of and businesses near the Ageless Senior Citizens Center complained about the lack of parking. Yet only 8% of survey respondents cited a “lack of parking” as a barrier to patronizing local business. Downtown Kimberly had a combination of on-street angled parking as well as a parking lot at the corner of Madison and Main – the owner allowed the public to use for free. Thus, lack of parking, cited by some as a



deterrent to shopping for services downtown, appeared to be due to demand exceeding supply at peak times for spots in front of or adjacent to the business/service of interest, but it did not appear to be a barrier to business development more broadly.

High taxes, small tax base

The biggest obstacle to Kimberly’s orderly development, voiced by residents and City leaders alike, was its unbalanced tax base. Most of Kimberly’s assessed value came from owner-occupied housing. Occupants of residential developments, generally speaking, tend to consume more in government services than they pay in taxes - a condition caused by the homeowners exemption which allows an owner to exempt 50% (up to \$100,000) of their home’s value from property taxes. As a result, tax rates rise to offset the exemptions. Businesses located in commercial and industrial developments in Kimberly voiced their dissatisfaction with paying more in taxes than their businesses consumed in services. This benefitted the City and residents by generating revenue for amenities like parks and schools and offsetting residential property taxes. Business and home owners alike voiced a sentiment of having the “highest property taxes in the state,” though this was not confirmed and, as noted in the [listening session](#) section, is heard in many communities. Thus, Kimberly leaders were seeking more commercial and industrial development as their primary tool for balancing the community’s tax burden.

Water and Wastewater

Kimberly operates a culinary water system. Water pressure appeared to be good in most parts of the City, and water supply appeared sufficient to meet current and future needs. Wastewater treatment

was being handled by the City of Twin Falls. In 2015 Kimberly residents rejected a bond measure to construct a mechanical pre-treatment wastewater system. While recent expansions in wastewater treatment capacity in Twin Falls addressed the needs of both communities for the foreseeable future, Kimberly may need to expand the capacity of the piping needed to transport wastewater to the treatment facility. With that in mind community leaders stated a preference to attract and grow “dry industries” as opposed to water intensive “wet industries” like food processing.

Why Kimberly?

Community leaders felt that tax rates, lack of funds to entice businesses, high commercial land values, and limited control over wastewater were barriers to economic development. At the same time Kimberly possessed a number of strategic advantages enjoyed by residents and attractive to businesses; easy interstate access, central located to a number of recreational attractions, highly regarded schools, low crime, and abundant rail frontage.

Railroad

Per discussions with the visiting team, representatives from the Eastern Idaho Railroad (EIR) expressed an eagerness to increase utilization of the track infrastructure serving Kimberly. This is a win-win for both EIR and Kimberly. EIR gets more business and with one train car carrying the equivalent of five semi-trailer truck loads, the community will see less wear and tear on its streets.

Several rail spurs are in place, and from EIR’s perspective, could accommodate two or three customers per spur. Utilization of existing spurs maximizes the value of the rail infrastructure to the community without the need for major investment and upgrades. Relations between the community and railroad appear to be on good terms. Community members in meetings and in the survey did not offer any complaints about the railroad.



Economic Development (ED) Opportunity Areas

The visiting team’s opportunity areas and recommendations for economic development are based on the above comments and concerns identified before and during the community visit, as well as visiting team members’ knowledge and experience.

ED Opportunity Area 1: Strategic, targeted industrial development

Building on some of the competitive advantages cited above, and including Kimberly’s proximity to Chobani and Cliff Bar and a growing perception that Twin Falls is tapped on industrial property, Kimberly is strategically well positioned. Many industrial opportunities and strategies were outlined in the 2013

Comprehensive Plan. Below are some of the economic development strategies listed in the Plan (not generated by the visiting team):

- Work with economic development organizations to attract and encourage private, commercial, light, and heavy industry
- Organize a Ready Team in order to act when economic development opportunities arise
- Identify land for annexation and Urban Renewal Areas and implement these activities
- Develop a plan to promote and encourage local, new and existing businesses in concert with economic development organizations and business organizations that support, or are part of, the City
- The City will oversee the efforts of the Kimberly Urban Renewal Agency “KURA” in order to increase the effectiveness of this economic-development tool

Many of the visiting team’s ED recommendations align with these strategies, though our ideas for implementation may slightly differ. One major difference is ED 1.1 suggesting a commerce authority rather than an Urban Renewal Area (URA); residents voted down a KURA in 2011 due to concerns about tax implications.

ED 1.1 Create an “intermodal commerce authority” more commonly called a commerce authority. Idaho Code, [Title 70, Chapter 22](#) governs commerce authorities and states four purposes which (in brief) are:

1. Promote, stimulate and advance the commerce ...;
2. Increase the volume of commerce within the ... city through planning, advertising, acquisition, establishment, development, construction, improvement, maintenance, operation, regulation, and protection of transportation, storage, and other facilities that promote economic handling of commerce;
3. Cooperate and act in conjunction with other organizations, either public or private ...;
4. Support... new and existing businesses and industries, and... growth of all kinds of economic activity.

The City Council can create a commerce authority without a public vote. A commerce authority can carry out most of the functions of an URA without the messy complexity and controversy surrounding tax increment financing (TIF). Commerce authorities can borrow money to make strategic improvements without public liability. For example, a commerce authority could borrow money from a bank or government entity, build or fix up a building and repay the loan by leasing and or selling the completed facility. Should the loan go into default, the lender, not the city or taxpayers, would foot the bill. The commerce authority could double as the “Kimberly Ready Team” to host site visits from perspective businesses or provide needed mentoring to new and expanding enterprises. One nearby example is Cassia and Minidoka Counties’ “Mini-Cassia Commerce Authority” (<http://commerceauthority.org/home>).

It is essential to find the right people for the “Authority.” Appointing members to the authority should start off with an open, transparent process. The City should solicit applications and encourage representation from the community at-large. Once appointed, the authority should conduct public

community brainstorming sessions to create an “economic development plan” for the community. This plan should:

- Identify community and economic development assets and opportunities
- Suggest to local leaders process changes, policies and ordinances to make Kimberly a more business friendly community
- Assume leadership for creating and implementing a marketing strategy promoting Kimberly
- Take the lead on projects tied to the economic development plan.

ED 1.2 Learn from other communities. As suggested in the Land Use section, other communities have struggled with similar economic issues as Kimberly. Chambers of Commerce and URA efforts have been tried with varying degrees of success throughout the United States. Gleaning ideas from them can save time and produce better results. Consider having some of the commerce authority group be recruited for their expertise, and then provide them with additional training and resources as needed. This report has some resources to get started.

ED 1.3 Consider promoting a business to business strategy where by local enterprises sell to each other. Local businesses selling to each other sets a good example for residents and prevents dollars from leaking out of the community. Targeting larger communities with this strategy could promote modest business growth while minimizing the impact to local infrastructure and services.

ED 1.4 Identify and promote shovel ready industrial and commercial property. “Shovel Ready” means power, water and wastewater are easily available, the parcel is zoned for industrial or commercial activities and can be developed without delay. These properties should be listed on <http://www.gemstateprospector.com/> for maximum exposure. Speed is an important component of successful economic development strategy, and identified shovel ready properties contribute to this effort.

ED 1.5 Target dry industry. The visiting team agrees with comments from residents and leaders that dry industry is preferable. This isn’t to say water intensive “wet industries” like food processing should be prevented from coming into the community. Just beware wet industries need lots of wastewater treatment capacity and may require on-site pre-treatment. Dry industry tends to be easier to accommodate and places less strain on water and wastewater systems.

ED 1.6 Capitalize upon Kimberly’s underutilized rail infrastructure. During the community visit, Eastern Idaho Railroad representatives expressed interest in partnering with the community to increase its customer base in Kimberly. A commerce authority could help this effort by attracting rail dependent industries to the area and partnering to develop industrial property.

ED 1.7 Grow Kimberly’s emerging specialty food industry. This strategy builds on Kimberly’s agricultural heritage. The local goat cheese operation proves the strategy can work. The key to success is to make sure that products are sold both locally and beyond. Local availability will attract visitors to the

community. Just ask the folks in Rigby, Idaho, where specialty food businesses like Mainwaring Cheese, The Carmel Tree, and Prepared Pantry generate both foot traffic and internet sales. Farm to table, where restaurants build their menus around local and regionally sourced ingredients, is another way to capitalize on the specialty food niche. While farm to table may be viewed as “snobbish” or not necessary by locals who have access to these ingredients, these restaurants attract tourist and customers from nearby towns and also incubate the specialty food products businesses of tomorrow. One need only look to Sandpoint, Idaho where demand for the blue cheese dressing served at the Litehouse restaurant blossomed into LiteHouse foods with products are sold all across the country.



ED 1.8 Food trucks are an opportunity for addressing the community’s desire for more dining options. Food trucks provide an entrepreneur the opportunity to test their culinary concepts without the high fixed cost associated with a brick and mortar restaurant. Given county statistics showing the migratory nature of Kimberly’s workforce, food trucks’ mobility allows them to find customers outside of Kimberly while residents are at work, and then return when residents are available to dine out. If a truck proves to be a nuisance in a particular location, it can be easily relocated without hassle and expense. By generating cash flow and proving demand for their offerings, a successful food truck often leads to a bigger investment into a traditional storefront restaurant or a specialty food product sold in stores. Some prime food truck locations may include Centennial Park, or between Wells Fargo and Madison Street.

ED 1.9 Embrace Ridley’s. Beauty is in the eye of the beholder. Many of the towns that have participated in a community review would love to have Ridley’s in their community; especially in or adjacent to their downtown. Grocery stores attract everyone. Bars, restaurants and senior centers attract limited demographics. Given that competitors will not likely enter Kimberly while Ridley’s is present, and



Ridley's is not going out of business, Kimberly needs to embrace Ridley's. Visiting team members who visited Ridley's found the service to be helpful and friendly; qualities that are not always readily available at the bigger box and chain stores. While the offerings are not as diverse as the grocery stores in Twin Falls, Kimberly's residents shop in Twin Falls (where many of them work) too much to make the business case for a larger store with more goods. A recommendation from the visiting team is to see if Ridley's might be interested in partnering to make some building improvements with the help of community volunteers.

ED 1.10 Understand retail needs and preferences of Hispanic residents. This is discussed more in [CLCI 1.1](#). According to one study*, retail spending of Hispanic consumers was projected to almost double between 2013 and 2023 and account for almost one-fifth of total retail spending. Hispanic retail spending is typically different from non-Hispanic spending. For example, Hispanics spend at least one-and-a-half times as much on children's apparel, footwear, and fresh food than non-Hispanic consumers do.*

**How retailers can keep up with consumers, by Ian MacKenzie, Chris Meyer, and Steve Noble, McKinsey & Company, October 2013.*



ED 1.11 Promote Hispanic entrepreneurship. Hispanic entrepreneurship exceeds national averages for non-Hispanics, and is an economic growth segment.

ED 1.12 Encourage and promote energy audits for all of Kimberly's public, industrial and commercial buildings. Power companies often perform this service free of charge. It often results in ideas and resources for making buildings energy efficient. Lowering energy costs frees up money that can be spent in the community or reinvested in the business.

ED 1.13 Develop an easy-to-read business checklist to make sure current and future businesses understand local permitting requirements and decision-making processes. The list should be available on-line and should include a good estimate of fees and estimated timelines for different permits and administrative approvals. This is a project that could be outsourced to the Ready Team or commerce authority.

ED Opportunity Area 2: Attract visitors

According to the Longwoods Study commissioned by the Idaho Department of Commerce, visitors to the state spend an average of \$53 per day or \$118 if they stay overnight. According to the study, 47% of Idaho visitors or tourist come to Idaho to visit friends and family. In other words, a community doesn't need a fancy resort to grab a piece of the \$9 billion tourism pie. All that is needed is a community with friends and family and a place for folks to spend those dollars. With Kimberly central to a number of

recreational attractions, the community is ideally situated to capture a good chunk of friends and family tourists as well as outdoor adventure tourists. To quantify the potential, 10,000 to 12,000 cars a day pass Kimberly on Highway 30 every day. Conservatively speaking, capturing 1% of this traffic is equal to attracting a business with over \$2 million in annual revenue.

ED 2.1 Market Kimberly. For those passing Kimberly on Highway 30, something must cause them to turn in. It is imperative local businesses and attractions use social media to engage potential visitors. According to studies commissioned by the Idaho Department of Commerce, 83% of travelers on overnight marketable trips to Idaho were most likely to engage social media by posting photos online, reading travel reviews, and viewing photos online. A clear implication for Kimberly is that businesses and attractions need to be online and engaged in using social media sites like Trip Advisor and Yelp.

ED 2.2 Provide unique experiences and events. What is not being done in Twin Falls and surrounding areas that people like? Here are a few possibilities to get the creative juices flowing:

- Regional competition - pedal car race or pedal tractor pull down Main Street for all ages and sizes. Cars/tractors built by students at school?
- Host hot air balloons over town, and encourage them to toss goodies with parachutes over a downtown parking lot. Land in field where food trucks wait.
- Drone competition through an obstacle course downtown – High school class competition combined?
- Bike rides. Kimberly has lots of sparsely traveled country roads ideal for road racing or organized leisurely bike rides.



ED 2.3 Leverage existing community events. We heard great things about Good Neighbor Days, Christmas, and Easter events. How can visitors to these events have the opportunity to purchase food, purchase various goods, stay overnight, and enjoy it so much that they want to tell friends and family about it and do it again next year?

ED 2.4 Develop facilities for visitors. Friends and family draw visitors, but, as the visiting team encountered, there were not any places in town to stay. A Kimberly visitor who spends the night in a hotel on Blue Lakes Boulevard is a missed opportunity. The lodging niche can be partially filled by bed and breakfast establishments, a new RV park, or home owners offering up a room or an entire dwelling through websites like www.airbnb.com and <https://www.vrbo.com/>.

ED 2.5 Address parking issues. Especially if ED efforts are successful, parking issues may be amplified. Ask business owners to jointly identify strategies to encourage downtown employees to park in areas other than prime parking places in front of businesses. Example strategies include:

- Reducing on-street parking in the downtown area to two or three hours during the day would help encourage employees and patrons visiting for a long time to park and walk a block or two. [CDI 2.1](#) deals with shade and attractiveness making walking more attractive.
- Parking disks or coupon parking could be combined with two or three hour parking signs, or, as a last resort, parking meters could be used to preserve the spots most important for downtown customers.
- Install additional bike racks in the downtown area.
- Encourage businesses to reward downtown employees who carpool, bike, or walk to work, or enter their names in a drawing.

ED 2.6 Capitalize on Kimberly’s historic and agricultural heritage. Kimberly sits at the epicenter of a couple of tourism trends. First, there is a growing interest from tourists to engage in experience-based activities. What some view as chores (e.g. feeding animals, picking fruit or tromping through a corn field) others consider recreation, and these are willing to pay for the experience. Second, food is becoming an important component of visitor itineraries. Being a “foodie” doesn’t begin and end with a great meal but also includes learning more about food from its source; the farm. Within a stone’s throw of downtown Kimberly hosts a variety of farming and ranching operations and opportunities that could adapt their operations to capture the growing demand for agriculture and food based tourism. This has been termed agritourism, and Kimberly is well positioned to profit from this growing trend .

ED Opportunity Area 3: Join arms with the schools

Community members and leaders view the school as one of Kimberly's most important assets. As mentioned in several recommendations above, there are ways to team up with the schools in offering events. Students may be able to go even further toward helping with economic development.



ED 3.1 Encourage students to start and run businesses. Junior Achievements (<https://www.juniorachievement.org/web/ja-usa/home>) is one example of a non-profit with this aim.

ED 3.2 Sponsor youth business startups. For relatively little money, the City, school, family, non-profit, or any combination of these can support a youth's startup because their living expenses are usually covered. The recommended commerce authority (ED 1.1) could partner with CSI, Business Plus, or Southern Idaho Economic Development Organization to obtain funds to sponsor aspiring entrepreneurs in business proposal competitions. Proposals could be developed as part of classes, and mentors could be brought in from local businesses to help develop the ideas. It could be offered as two part – first part proposal development, and second part startup for top three ideas. Space might be made available at school for fledgling student businesses.

ED 3.3 Kimberly could have a student "farmers market." Students would make their goods (not just crops and food products) during or after school in an elective class. They would then be allowed to sell their wares for an hour after school one day per week from tables on the lawn where parents pick up. Crops could be grown during an agricultural class in a school garden – perhaps in a joint effort with

eXtension. Grants opportunities for school gardens are available from Whole Kids Foundation (<https://www.wholekidsfoundation.org/index.php/schools/school-garden-grant-program>).

ED 3.4 Students need money, and work needs done. Some schools have begun experimenting with apprenticeships, and a few examples are in the Workforce Training and Development resources below.

ED 3.5 Create a community MakerSpace. Sometimes known as Fablabs, MakerSpaces serve both an educational and economic development missions. The idea is that tools like design software, 3D printers, and laser cutters are shared, reducing costs for students and entrepreneurs alike. Having the school host the space may make it easier to secure grants and donations for acquiring the equipment and reduce barriers for students working as part of a class period. User fees can be charged to help defray operating space. Regardless of its location, the key is creating a space that can be adapted to a wide variety of uses and shaped by educational purposes as well as the students' creative goals. Sometimes skills developed through MakerSpaces directly apply to the workforce needs of local employers.



Economic Development Resources

Business Creation and Promotion Resources

Idaho Department of Commerce's Gem State Prospector is an on-line inventory of available buildings and properties in the state. Go to <http://www.gemstateprospector.com/>. Contact Jenny Hemly at 208-287-3169 or Jenny.hemly@commerce.idaho.gov.

Southern Idaho Rural Development (SIRD) can help with economic development. Contact Julia Oxarango-Ingram at julia@sird4u.org, call (208) 309-3090, or go to <https://sird4u.org/>.

Southern Idaho Economic Development Organization promotes business and tourism in the Magic Valley. Go to <http://southernidaho.org/>.

Better Business: How Hispanic Entrepreneurs Are Beating Expectations and Bolstering the U.S. Economy, by Nancy Dahlberg, Miami Herald, April 2014. Go to <http://media.miamiherald.com/smedia/2014/04/01/16/16/1ohTe2.S0.56.pdf>.

Southeast Idaho Council of Governments (SICOG) has a revolving loan fund to assist business start-ups and expansion. Go to <http://www.sicog.org/>.

National Association for Latino Community Asset Builders has a small business initiative. Go to <https://www.nalcab.org/small-business-investment/>.

Idaho Biz Help is a website with resources and wizards to help businesses identify funding and address regulatory needs. <http://idahobizhelp.idaho.gov/>.

Archived webinars via University of Idaho Extension learn about many resources at <http://www.extension.org/pages/16076/etc-webinar-archive>, additional entrepreneurial resources at <http://www.extension.org/entrepreneurship>. Locavesting is local people investing in local businesses. Community-Supported Brewery was funded this way: <http://www.boiseweekly.com/boise/doors-open-at-boise-brewing/Content?oid=3129538>.

Grant funding for research to take an idea from concept to market with University support. <http://igem.idaho.gov/faqs/>.

Idaho Small Business Development Center located in Twin Falls at CSI offers various types of assistance for entrepreneurs. Go to <http://idahosbdc.org/locations/south-central/>. Call 208-732-6450.

U.S. Small Business Administration in Boise at <https://www.sba.gov/offices/district/id/boise>. U.S. SBA partners with Treasure Valley Service Corps of Retired Executives (SCORE) <https://treasurevalley.score.org/>.

USDA's Rural Business Development Grant Program can fund many projects that support business development and job creation. Go to <https://www.rd.usda.gov/programs-services/rural-business-development-grants>. Contact Jeremy French at 208-944-3754 or email jeremy.french@id.usda.gov.

State of Idaho Industrial Revenue Bonds program offer lower cost alternatives for purchasing and improving upon industrial facilities by issuing tax-free bonds. Contact Randy Shroll at 208-287-3168 or go to <http://commerce.idaho.gov/content/uploads/2017/01/IRB-GUIDE-2017.pdf>.

Idaho Housing and Finance Association's Collateral Support Program provides collateral to lending institution for small businesses. Go to <https://www.idahohousing.com/collateral-support-program/> or call Erik Kingston at 208-886-5677.

Idaho Technology Council helps technology businesses get started and expand. One of the council's areas of interest is Agriscience. Go to <http://www.idahotechcouncil.org/>. Contact Jay Larsen, 208-422-9100 ext. 119 or email jlarsen@idahotechcouncil.org.

Idaho Food Truck Coalition connects food trucks with food truck opportunities. <https://www.facebook.com/idahofoodtruckcoalition/>

Center for Rural Entrepreneurship provides webinars, publications, and other tools related to rural economic development. Go to <https://www.energizingentrepreneurs.org/>. Check out themes 1 to 5 in [Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region!](#)

Building an Entrepreneur Friendly Community curriculum is available through Ohio State University. Go to <http://sustentrep.osu.edu/building-an-entrepreneur-friendly-community>.

WealthWorks focuses on creating and sustaining rural wealth. Go to <http://www.ruralwealth.org>.

Idaho National Laboratory has a variety of grant listings for technical assistance, workforce development, and small business innovation research. Go to <https://www.inl.gov/inl-initiatives/economic-and-workforce-development/> or contact Stephanie Cook at 208-526-1644.

Workforce Training and Development Resources

For high school apprenticeships, the US Army is even doing some groundbreaking work (see <http://www.usaeop.com/programs/apprenticeships/seap/>). A high school in Virginia is too (see <https://www.fcps.edu/academics/adult-education-academics/apprenticeship-trade-industrial>). Every Hour Counts does after school apprenticeships (see <http://www.afterschoolsystems.org/section/asap>).

Center for Rural Entrepreneurship offers youth general entrepreneurial support information. Go to https://www.energizingentrepreneurs.org/solutions/youth_engagement_system.html.

Southern Rural Development Center offers a self-paced training on web sites for small Hispanic businesses. Go to http://srdc.msstate.edu/ecommerce/curricula/hispanic_business/.

Idaho Latino Economic and Development Center (LEAD) supports small businesses, contact Sonia Martinez or go to <http://www.idaholead.org/>.

The Idaho Commission for Libraries has a program sponsoring makerspaces in libraries (go to <http://libraries.idaho.gov/page/make-it-library-where-idaho-makers-meet>), and East Bonner County Library District is doing some amazing things in this realm (go to <http://ebonnerlibrary.org/>).

Ewing Kauffman Foundation provides grants to supports education and entrepreneurship projects that foster a society of economically independent engaged citizens. Go to <http://www.kauffman.org>.

TechHelp provides technical and professional assistance and training to Idaho manufacturers, processors and inventors. Go to <http://www.techhelp.org> or email admin@techhelp.org.

Idaho National Laboratory offers grants for K-12 STEM education. Go to <https://www.inl.gov/inl-initiatives/education/k-12-stem-grants/>.

Northrop Grumman Foundation's Fab School Labs online contest provides winning public middle schools with grants of up to \$100,000 for science and lab equipment. Go to www.fabschoollabs.com

Lowe's Toolbox for Education® Grants funds improvements at public schools for technology upgrades, tools for STEM programs, and facility renovations and safety improvements. Grants range from \$2,000 to \$100,000, most being \$2,000 to \$5,000. Go to <https://newsroom.lowes.com/apply-for-a-grant/>.

Bank of America grants fund individuals, families, and communities needs. Go to http://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=Vf_VfglpQU3/hashlink=housing.

Idaho Department of Labor's Workforce Development Training Fund (WDTF) can reimburse employee training costs to companies bringing jobs to Idaho, adding jobs through expansion or upgrading skills of current workers who are at risk of being permanently laid off. Go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>. Contact IDOL's Regional Business Specialist Brent Tolman at 208-678-5518 ext. 3120.

Tourism, Branding, and Placemaking Resources

Idaho Department of Commerce's Show Me the Money funding newsletter has information about funding for a wide variety of community projects. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller at 208-287-0780. One IDOC program is Idaho Gem Grants for infrastructure supporting economic development up to \$50,000 at <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Another is Idaho Regional Travel Grants for tourism-related amenities and marketing at <http://commerce.idaho.gov/tourism-resources/itc-grant-program>.

Roger Brooks International offers free and low cost webinars and publications about community branding. Go to <https://www.rogerbrooksinternational.com/>.

Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

See how Salmon promoted tourism. Go to <http://www.visitsalmonvalley.com>.

Recreational vehicle facility grants. Go to <https://parksandrecreation.idaho.gov/grants-and-funding>.

Harvest Hosts is a network of farmers, wine makers, and attractions that invites self-contained RVers to stay overnight with food producers. Food producers can join. Go to www.HarvestHosts.com.

Community Design and Identity

Community Comments and Concerns

Who is Kimberly?

We heard three prevailing themes relating to Kimberly's identity: small-town feel, school/youth, agriculture. Said another way, Kimberly was a bedroom community with great schools, a cute downtown, and a country feel. This perception seemed to reach into Twin Falls and call to those craving a quieter, safer, more rural way of life. Residents liked this image, it seemed, and while many expressed a desire for more cultural events, dining options, and "third places" for socializing and recreation, residents had chosen Kimberly for these qualities. For some, there was resignation attached to the idea of being a bedroom community, as though apathy and market forces would prevent this from changing. Given Kimberly's tax needs described in the [listening session](#) and [economic development](#) sections, bedroom community was not a sustainable identity.



Schools

At the time of the community visit, Kimberly was known for its schools. Twin Falls residents knew this, and people moved to Kimberly so their children could attend. Much discussion was around youth and schools and a potential recreation district. A new elementary school was being built at the time of the community visit. The recent 20 year school plan was mentioned frequently and was, at the time of this report writing, being revised due to faster than expected growth. At times, when the 20-year plan was mentioned, it almost seemed to be forecasting and moderating Kimberly's growth, in much the way a comprehensive plan typically does. It seemed to visiting team members that Kimberly's youth and schools were perhaps the centerpiece of Kimberly's community identity.

Kimberly Youth Association (KYA)

Completely volunteer run for 25 years and charging low fees (and not turning away youth unable to pay), KYA was wildly successful at the time of the review. It offered basketball, baseball, softball, cheerleading, and volleyball, with hundreds of youth participating. We heard basketball alone had 450 participants! Recently KYA had received 501(c)(3) non-profit status, making donations tax-exempt and opening doors for grants. Not long before the community visit, volunteer leadership burnout was a looming threat to KYA's sustainability. In response to this threat, a recreation district was suggested as a way to fund staff. Around the same time, a generous donor offered to fund construction of a building, but only if a recreation district were formed. The majority of voters rejected creation of a district, and the donation was forfeited. We heard several reasons for the district being voted down. Reason ranged from: a rushed time table (the donation offer required this); inaccurate/incomplete communication to voters; over emphasis on the building; siting issues (several acres were offered for a possible site and neighbors objected); and others. Discussion was heartfelt on this topic as KYA's future was uncertain, and those volunteering were sacrificing a great deal to keep it going. Overall, the discussion about the Kimberly Youth Association clearly illustrated the community's passion for its youth.

Controlled growth... Like Eagle?

Residents valued the neighborliness and safety associated with the small-town atmosphere in Kimberly. Survey respondents and attendees linked uncontrolled growth with loss of these, and also with increased traffic, loss of engagement at the school, exceedance of school capacity sooner than planned, and overabundance of fast food restaurants.

Kimberly's proximity to rapidly growing Twin Falls reminded some community review participants and team members of Eagle's position and transition relative to Boise 20 or 30 years ago. Other similarities included large "roof tops" north of Kimberly and agricultural dominance of ground around Kimberly (Eagle used to be agricultural). Those with land and businesses were positioned to benefit from rising population and corresponding housing development and pricing. But, Eagle's form of development failed to maintain its small-town, agricultural feel, two characteristics which Kimberly's residents value in their community. At the time of the community visit, residents valued an agriculture heritage highly enough to support three agriculture class teachers! Many places in Idaho have experienced similar identity crises and growing pains brought on by encroaching urbanization, and residents in Kimberly expressed a range of responses, including resignation, indifference, excitement, and fear.

Downtown

Downtown was a point of pride and frustration. On one hand, recent grant funding combined with historic buildings to make Kimberly's downtown quite attractive. On the other hand, residents were dissatisfied with the lack of vibrancy, and leaders were resigned to the types of businesses in place. The following statement from a visiting team member captured what was heard about downtown, "No one goes there. It's not viewed as a community gathering place. It is what it is. [Leaders] don't know what to do to change it." It was not clear during discussion or in the survey if residents and leaders had a strong desire to change it; "we have everything we need in Twin – this is just a bedroom community."

Multifamily housing

No one likes blighted apartment buildings harboring unsavory behavior. However, contrary to the first responders' sentiments expressed during listening sessions, other stakeholder groups and folks downtown described a strong need for high-quality multifamily rental options. Kimberly's identity is that of a bedroom community **to** Twin Falls, but we discovered people who work in—and would love to live in—Kimberly. They were unable to find housing options, so they **commuted from** Twin Falls instead. The only rental option in Kimberly we verified was the 24-unit senior complex (Sunset Manor Apartments). One City official said Kimberly had other rental apartments, but those consisted of homes divided into two or more units.

We also heard from some Kimberly residents that multifamily housing was undesirable out of concern it would compromise Kimberly's small-town feel. We heard zoning was not inhibiting development of multifamily housing and mixed-use development. Zoning issues related to multifamily housing and mixed-use are discussed in the [Land Use](#) section. Note Kimberly's 2013 Comprehensive Plan included a goal in the Population section of "Encourage housing opportunities for all segments of the population to include multi-family/PUD housing as well as 55+ housing." It also included a Housing section in which two goals were "Promote the development of multi-residential housing in specific locations within the City and impact area" and "Encourage development of housing that will accommodate all economic

groups.” Note that multi-family and multi-residential are identical, and both are referred to as “multifamily” throughout this report.

Community Design and Identity (CDI) Opportunity Areas

CDI Opportunity Area 1: Not “just” a bedroom community

As described in the community comments and concerns above, Kimberly residents appreciate Kimberly as a bedroom community. The visiting team does not propose changing this, but rather enhancing it in the sense of “be the best bedroom community you can be” and increasing financial viability.

CDI 1.1 Develop Kimberly’s identity. Kimberly’s identity is unclear, as described above in the section titled [Who is Kimberly?](#) A clear identity provides a platform from which new business opportunities and community pride can spring. A branding process can distill such an identity and spawn great marketing campaigns as well as inspire entrepreneurship. A few visiting team ideas described in this report include becoming known as a Trail Town (CDI 1.6) foodie hub (ED 1.7). Each of these could complement the existing identity of “a bedroom community with great schools, a cute downtown, and a country feel.” Resources are available for community visioning and branding, and this recommendation is that Kimberly’s leaders tap these resources.

CDI 1.2 Retain, where possible, existing assets (e.g. local nurseries, property at gateway to community, and historic buildings) which keep with Kimberly’s identity/brand as development (such as CDI 2.1) takes place. Kimberly has been doing this it seems, so keep up the good work!



CDI 1.3 Take full advantage of Kimberly’s strategic location. Strategic location was discussed in [ED 1.1](#), and here discussion centers around impacts on implications for community identity. Access to Twin Falls is limited to three routes – Highway 30 from the west, Highway 93 to the north, and Highway 50/30 to the east. For Interstate 84 traffic from the west, Highway 30 from Hagerman is beautiful but slow and Highway 93 enters Blue Lakes with its many stop lights, traffic congestion, and lackluster scenery. According to Google Maps, coming from the Jerome on I-84, it takes the same amount of time to get to the intersection of Highway 30 and 3200 N going over either bridge, even though it is 8 miles longer over the Highway 50 bridge! It stands to reason that development east of 3200 will draw traffic over the Highway 50 bridge. Growth pressure is shifting toward Kimberly. Visiting team members see this time frame as critical for Kimberly residents and leaders to define their relationship with Twin Falls. Will Highway 50 and 30 become another Blue Lakes? Will Kimberly become a suburb of Twin Falls? Or will Kimberly take the reigns to maintain its small-town feel and agricultural heritage? As Kimberly formalizes its identity and branding as recommended in CDI 1.1, this growth pressure will be key.

CDI 1.4 Consider large, artistically appealing “gateways” at the northern entrance to town near the intersection of Highway 30 and 50, and at the entrance to historic downtown near Centennial Park. In addition to giving a sense of identity, an attractive gateway on Red Cap Corner might entice people to turn south to Kimberly, and once heading south, continue into downtown. Without some visual cue or enticement, many will likely stop at new developments on the northern side of the tracks, not realizing that a gem of Kimberly’s downtown is a short distance away.

CDI 1.5 Consider becoming a Trail Town and/or having Walking Tours. Apps can be used, such as “My Town Trails” for Android. Highlights could include:

- Historic Properties – Stricker Ranch Camp Grounds
- Antiques trails
- Local Artisan trails
- Bike and walk paths
- Equestrian trails
- Farms Tours
- Water ways – lakes, white water



CDI 1.6 Become a bike “scenic backroad.” This would require developing and marketing Kimberly as a “bike friendly community.” This recommendation combines with [land use opportunity area 3](#).

- Look for ways to brand Kimberly as a bike friendly town
- Highlight the agricultural lifestyle and experiences available to visitors
- Promote bike friendly businesses that rent or repair bikes
- Partner with members of the indoor stationary biking business that likely has a core of riders interested in getting biking initiatives off the ground
- Get started by identifying places already present in and around Kimberly, mapping them, and looking for existing and needed connections

CDI 1.7 Encourage development on an RV park and establish areas for RV parking. RV camping is available in Twin Falls, but not in Kimberly. On the south side of Centennial Park, sign currently says “No Overnight Parking” but could be changed to say “Motorhome Overnight Parking.” With the dump station nearby, this is an easy sell. Find a few more places in town, and Kimberly could get on the map as an RV hot spot.



CDI 1.8 Provide well-managed multifamily housing. We observed that most (88%) of Kimberly’s residential infrastructure consists of detached, site-built single-family homes and some (9%) manufactured/mobile homes. The remaining 3% was ‘shared-wall’ or ‘attached’ residential (duplex, triplex, etc.). According to the 2015 American Community Survey (ACS) the bulk of these (81%) were owner-occupied, with 19% rentals. Most of this housing was at least 20 years old. The need for multifamily rentals was heard loudly and confirmed by ACS data. Visiting team members also looked at who was renting in two low -income (below \$20 per hour) multifamily housing developments in Twin Falls. Impressively, 100% of 200 tenants were employed locally and regionally, contradicting a perception that renters were not necessarily constructive and contributing to the community. Many jobs in Kimberly pay less than \$20 per hour, and these employees need housing. Considerations about where and how to incentivize multifamily housing are discussed more in the [LU 2.5](#).

CDI Opportunity Area 2: Build on downtown revitalization efforts

As described by survey respondents and listening session participants, little goes on downtown. Two survey respondents wrote, “Main Street is closed down” and “When people visit they refer to Kimberly as a ghost town.” This reputation has implications for community design and identity in addition to businesses’ bottom lines. But Kimberly’s downtown is close to being great. Many of the economic development recommendations couple with recommendations below to make the downtown a more happening place.

CDI 2.1 Add downtown vegetation and storefront canopies. From Centennial Park, it is nearly 800 feet before reaching the first street tree in the Wells Fargo parking lot. From the water tank near Madison to the next tree at Adams is another 900 feet. Sidewalks and beautified old-style storefronts are both strengths of Kimberly’s downtown, but the lack of street trees, planters, and storefront canopies must make walking downtown in summer less pleasant. For those driving, these deficiencies fail to entice them to park and walk. Where does one sit to sip their soda or lick an ice cream cone on Main? Perhaps residents resisted (as visiting team members heard) parking a block or two away and walking because walking along the street was not enjoyable? Studies suggest that street trees can extend the life of

pavement by 40-60%, result in a 12% increase in retail spending, and help diminish incidents of road rage. Work with the new commerce authority from [ED 1.1](#) to do things like the following:

- Encourage and assist in addition of canopies on willing store owners businesses. Align these with a design scheme and business signage style.
- Partner with high school students, via school or other organizations, to install and maintain planters.
- Strategically plant trees. Perhaps, target planting two on both sides of Main on each block. Approach Ridley’s and Wells Fargo to see about planting a few in their parking lots. Hide the train tracks and accompanying unsightly industry with trees, especially in the view of those approaching Main from the north.
- Orient your downtown revitalization efforts around the National Main Street Center’s “4-Point Approach” (from <http://www.mainstreet.org/mainsite/mainstreetamerica/theapproach>).



CDI 2.2 Activate buildings with 3rd places and complimentary business clusters. People like to go places besides work and home, and these third places become hubs of activity in the evening and on weekends. Current buildings need activated with these places.

- Food truck court described in [ED 2.8](#)
- Lighter/ quicker/ cheaper methods
 - A few picnic tables and an umbrella in a parking lot
 - Pop-up movie screens
- Sprinkler in a parking lot with an ice cream cart serving local ice cream

- Encourage business owners to be creative and have fun with idle space in front of or beside their businesses, and perhaps start or support “pop-up businesses” in these spaces
- Under the broader title of downtown revitalization ideas and projects, search the internet for inspiration or peruse old CR Reports
- Remember your library. We heard it was underutilized, and it has great potential.

CDI 2.3 Improve business signage. Visiting team members noted that it was difficult to see what businesses were present at a glance. Some businesses appeared vacant while busily operating.

CDI 2.4 Use events as a draw to downtown. Good Neighbors Day no longer happens downtown. The visiting team sees this as a lost opportunity. Even if the whole event cannot occur downtown, consider one aspect of it able to happen on Main? Take advantage of the Idaho Main Street program (contact Jerry Miller from the Economic Development team), for ideas and resources.

CDI 2.5 Consider cultural or cross cultural celebrations. One easy and valuable opportunity exists in celebrating Hispanic residents’ traditions. Hispanic culture is known for its fun and festivities. There is an opportunity to learn from those with experience, and then launch other events leveraging that learning. This idea is further developed in [CLCI 3.4](#).

CDI 2.6 Look for ways to open up spaces that generate customer traffic in the front of shops downtown that currently do not have customers coming and going during the day. By segregating off retail space or maker-space (if the school option in [ED 3.5](#) is not viable) a business or building owner can have another stream of income.



CDI 2.7 Get a core of two or three food and drink establishments on Main. This core spurs activity in neighboring businesses. This can be the food truck court talked about in [ED 1.8](#), or it can be a mix of existing and new businesses on Main. Demand is present in town, and people are asking for hours they can come after work and on weekends – when activity is crucial.

- One idea is to have self-checkout in the front, and then have a large window to where business activity is going on in back. Self-checkout can help a business owner avoid having a second employee or interfacing with customers, while profiting from retail sales (and bolstering downtown).

CDI 2.8 The visiting team learned about the proposed creamery with retail space on Main. We think this project has significant potential to draw residents and visitors to the downtown area. This could be one of the core food and drink establishments described in CDI 2.7, and it has the potential to grow into an economic engine.

CDI Opportunity Area 3: Recreation district / center, Kimberly Youth Association, and events

CDI 3.1 Leverage grants for KYA. KYA was well-supported by families in all demographics, and was supported by so much volunteer effort, it seems to the visiting team that 501(C)3 status could open the doors to enough funding to continue operating, regardless of recreation district formation.

CDI 3.2 Kimberly Youth Association, City of Kimberly, School District, and possibly other entities should complete a community survey to identify unmet park and recreation needs. The information gained from this survey should then be used to develop a park and recreation master plan or strategic plan that inventories existing assets (to ensure they are being used at maximum efficiency), prioritizes program and facility improvements, and identifies funding sources.

In addition to or in conjunction with the plan described above, the Kimberly Youth Association should also create an operations plan that identifies how the organization will be maintained and developed over time.

The planning activities we're recommending above will help increase confidence in a vision to address park and recreation needs in the community, whether or not there is an effort to create a recreation district in the future.

A typical outline for a Park and Recreation Master Plan is found in Appendix F.

CDI 3.3 Describe events for which no venue currently exists (e.g. performing arts). Perhaps start by describing events for which LA Thomas Center is *not* appropriate. Combine this with the plan for gymnasium needs to better define exactly what sort of space the community needs and intends to build, when funds become available. Remember the library is an underutilized asset, in this effort. At the time of the community visit, consensus seemed to be a need for a multipurpose indoor recreation facility.

CDI 3.4 Any future effort to create a recreation district should include senior citizens and low-income adults. Age and income affect support for funding a recreation district as seen in the survey results relating to recreation district formation. If a segment of the population does not use a service, it can hardly be surprising when they do not want to be taxed to support it; a recreation district serving youth and supported by seniors is not likely to be popular with seniors, especially seniors on low, fixed incomes. If the recreation district can be shown to offer service to seniors, and also shown to have a small tax impact on those with lower incomes, it will be more likely to pass. If it does not offer service to seniors, and is not affordable for low income residents, it may be best to continue operating as a non-profit charging fees for services and discounts to low income users.

Results of April 20, 2017 Park and Recreation Brainstorming Session

Following their presentations to the community during the town hall meeting on Thursday, April 20, the Visiting Team asked members of the Home Team and other Kimberly resident brainstorm next steps on two prominent ideas discussed by the Visiting Team. The group selected: (1) Developing and sustaining park and recreation opportunities, and (2) Developing a community bike path/pedestrian network and linking it to the region as the two ideas they wanted to discuss further. The results of the brainstorming session related to topic #1 are summarized below.

Developing and Sustaining Park and Recreation Opportunities – Possible Next Steps

- Inform community about the Kimberly Youth Association’s programs and number of kids serve and about KYA’s recently established nonprofit status.
- KYA needs to tell its story
- Poll/survey kids and parents to get testimonials and data about desired programs
- Learn from similar organizations around the state
- Get a grant
- Donor campaign membership

Community Design and Identity Resources

National Association of Realtors offers Placemaking Grants up to \$5000 twice per year to transform underused public spaces into vibrant gathering places using lighter, quicker, cheaper methods. Go to <http://www.realtoractioncenter.com/for-associations/smartgrowth/placemaking/placemaking-micro-grant.html>. This corresponds to [CDI 2.2](#).

Strong Towns challenges Americans to fundamentally rethink how cities are built. Founder Charles Marohn, is featured in a free archived webinar on the Community Builders website (<https://www.communitybuilders.org/how-we-help/webinars/>). Go to <http://www.strongtowns.org/>.

Kansas Sampler Foundation provides an easy to implement approach to asset mapping for heritage tourism. Go to <http://www.kansassampler.org/rce/>.

Housing Toolbox for Western Policy Makers (Mostly Idaho) offers a dynamic collection of resources (reports, studies, databases, etc.) involving housing policy and supply. Go to <http://fairhousingforum.org/uncategorized/toolbox/>.

Housing Assistance Council is a national nonprofit organization that helps build homes and communities across rural America – paste “ruralhome.org” in your browser.

National Low-Income Housing Coalition *Out of Reach* report documents the gap between renters' wages and the cost of rental housing. Go to <http://nlihc.org/oor/idaho>.

Idaho Housing and Finance offers tax credits for multifamily development meeting certain guidelines. Go to <https://www.idahohousing.com/multifamily-financing/>. For their information referral page go to <https://www.idahohousing.com/about/housing-information-referral/>. Contact Erik Kingston at 208-886-5677.

Tree City USA. Go to <https://www.arborday.org/programs/treecityusa/about.cfm>. The 22 Benefits of Street Trees is a free publication touting the benefit of planting trees in cities and commercial districts. Go to http://www.michigan.gov/documents/dnr/22_benefits_208084_7.pdf.

Michigan and Pennsylvania both have published manuals for capturing trail-based tourism. Go to <http://atfiles.org/files/pdf/Trail-Towns-Guide.pdf> and http://michigantrails.org/wp-content/uploads/2016/11/trail_town_manual_1.pdf.

Idaho Department of Commerce's Community Development Block Grants (both Idaho and Rural types) can fund lighting, street trees, sidewalk, and other downtown projects. Kimberly received one recently, but street trees and canopies may be possible with additional funds. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>.

City of Glens Ferry's downtown revitalization efforts here: <http://glensferryidaho.org/downtown/>. Volunteer labor and financial sponsorship of individual downtown furnishings (lights, benches, etc.) by individuals, businesses, and community organizations significantly contributed to the success of this effort.

Idaho Commission on the Arts numerous grants for projects, education, and training. Artistic gateway signage might fit well here. Go to <https://arts.idaho.gov/grants/>.

In Our Back Yard (IOBY) helps communities craft crowd sourcing campaigns for small projects and can serve as a group's 501(C)3. Go to <http://www.ioby.org/>.

Operation Facelift is a project of the Southern Idaho Economic Development Organization that has inspired many Idaho communities to spruce up their downtowns. Go to this article: http://www.expansionsolutionsmagazine.com/091011_siedo.

Main Street America has outstanding resources and services. Go to <http://www.mainstreet.org/>.

The Idaho Main Street Program is a licensed partner of the National Main Street Center and offers help for communities interested in pursuing the Main Street™ model. Contact Jerry Miller at 208-287-0780 or go to <http://commerce.idaho.gov/communities/main-street>.

RampUpIdaho supports Idaho businesses increasing access for mobility challenged individuals, thereby helping economic development efforts and avoiding fines. Go to <http://rampupidaho.blogspot.com/>.

Land Use Planning

Community Comments and Concerns

Planned growth

Kimberly residents were concerned about losing the small-town feel they cherished, as discussed in [listening sessions](#) and [Who is Kimberly](#) portion of community design and identity. With Twin Falls rapidly growing nearer, a looming threat of assimilation was approaching, and zoning and land use needed.



Munsee property (Red Cap Corner)

At the time of the community visit, the area to the southeast of the intersection of Highways 30 and 50 was for sale. In the 2013 Comprehensive Plan map, it was to be zoned Commercial Gateway along the highways and R3 General south east of the Commercial Gateway buffer, but no development had occurred yet, and only Highway 30 had been zoned Commercial Gateway with the rest being zoned as Agriculture. To the southwest and northwest of the intersection, commercial development had begun, with Family Dollar, Cactus Grill, and Vehicle Service Center to the southwest. Idaho Farm Equipment Sales, Butte Fence, and Kimberly Veterinary Hospital were to the northwest. No development had occurred to the northeast. New roads could access the highways 660 feet east or west of the intersection and 500 feet to the south.

Discussion focused on the best types of businesses, with a truck stop being thought most likely at the time of the community visit. A grocery store had been considered. The land value was very high, and this limited the types of viable uses.

Railroad (from a land use perspective)

Freight railroads, like Eastern Idaho Railroad (EIRR) running through Kimberly, primarily serve industry. As such, light industrial zoning dominated along the tracks, with commercial zoning around the tracks along Main. West of 3400 and north of the tracks, Kimberly had designated Light Industry in the comprehensive plan map. However, a lot of residential (R3 General) was zoned south of the tracks, especially west of Main. Of particular concern was, where tracks, industrial, and residential intermingled around Valley Agronomics - north of Jackson between Pine and Oak. Immediately to the west of Valley Agronomics was a block currently zoned R3, but slated to be zoned Light Industrial in the 2013 Comprehensive Plan map. With so much land zoned for residential uses around



the tracks, and with a new elementary school being built north of the tracks, residents voiced concerns about safe routes to school, walking, and biking parallel to and across the tracks. The right of way was 100 feet across on Main, and varied through town, being larger for a few blocks west of Main. EIRR representatives raised safety concerns and indicated internal company policy strongly discouraging use of railroad right of way for pedestrian uses. However, EIRR representatives did leave the possibility open, on a case by case basis, for pedestrian use parallel to and crossings tracks.

Land Use Planning (LU) Opportunity Areas

LU Opportunity Area 1: Industrial along / near rail lines

LU 1.1 Consider dividing the current industrial land use zone into industrial for the large parcel NW near CLIF BAR and light industrial for properties along rail through middle of town as a good location for small-medium light industrial.

LU 1.2 Look for compatible uses to include within this zone such as public parking and rail with trail. Shoshone has a pathway along the rail line in town, with a pedestrian friendly crossing. See the image captured using [Google Street View](#). Note that multifamily and commercial uses are also typical transitional uses.



LU 1.3 Define transitional uses and design from rail industrial to single family residential. We heard some residential users were content to live long-term near the tracks. This may slow realization of transitional uses, but should not discourage their creation in the comprehensive plan.

LU 1.4 Valley Agronomics site is a great opportunity for further industrial development using the railroad. It has a wide railroad right of way, and an underutilized piece of industrial ground to the south. In [ED 1.6](#), the visiting team recommended that the commerce authority (from [ED 1.1](#)) help target businesses. The commerce authority could also be engaged in defining acceptable uses within this light industrial zone.



LU Opportunity Area 2: Review, clarify and modify current land use zones

LU 2.1 Reduce amount of property zoned commercial to a more realistic percentage. Current percentage would require a population closer to 20,000 to fill out. Keep commercial focus downtown and on gateway commercial; spreading new commercial development reduces the viability of both new and existing development, and decreases vibrancy downtown. It also detracts from community character as a single business opens in a sea of agricultural land. Consider eliminating commercial on Center west of Emerald and reducing commercial gateway along Highway 30 and 50 in a way that will keep continuous blocks of agriculture, perhaps concentrating commercial near major crossroads.

LU 2.2 Preserve agricultural land. Given Kimberly's preference for small-town feel and value placed on its agricultural heritage, consider strategic preservation of agricultural/working lands. As the local goat dairy has dutifully proven, a dairy next door can be a low odor and attractive neighbor. Kimberly's 2013 Comprehensive Plan goals stated "preserve the natural resources within the City and impact area" with a natural resource definition including "...quality portneuf loam soil of varying depths...." Further, the plan had in the Land Use section an

"Agricultural-Residential (AR)... with minimum lot size of one (1) acre...." Given there are, we heard, around 4000 acres of agricultural land in the area of impact currently, it is surprising to see **none** on the 2013 Comprehensive Plan map. In fact, neither AR nor Agriculture (AG) is found in the legend, with all current agricultural land replaced by other zones with R2 dominating, and R1, R3, industrial, and commercial allocated for the remainder. This zoning aligns well with the bedroom community identity, but not the small-town feel or agricultural heritage or comprehensive plan.



- Kimberly's leaders may see a problem in "picking winners and losers" by allowing some land owners to develop homes and others not. One way to equitably distribute financial gains for developing housing on agricultural grounds and direct its location would be to uniformly distribute non-agricultural zoning. For instance, 30% of current agricultural land could be re-zoned on the comprehensive plan map to some other use. All the agricultural land owners could come together and negotiate with Kimberly's planners where residential would be located on their land, perhaps trading or purchasing from one another the ability to develop in order to allow utilities and roads to be efficiently arranged. After this process, land zoned agricultural

would be assessed based on agricultural uses rather than residential uses and eliminate the pressure to develop it. Kimberly has an opportunity to preserve agricultural land while still increasing farmers' wealth via development, if it does so in a timely and equitable manner. Since this would be in the area of impact and not in the City, Kimberly would have to work with Twin Falls County to achieve this.

- Agricultural zoning within Kimberly could be altered to minimize the risk of more offensive agricultural uses occurring adjacent to housing – if farmers receive income by developing land in the ACI, it seems reasonable to forfeit some opportunity to do certain types of agriculture there. Currently, a property of 20 acres or more has no such City-directed limitations.
- Consider transfer of development rights (TDR). This must be done on a regional level to succeed. Southern Idaho Land Trust (SILT at <http://siltinc.org/>) handles this sort of voluntary agreement.
- Consider a municipal planning organization (MPO) like COMPASS in Boise area. After the next census, the Twin Falls area may be required to have one anyway. It would allow access to federal funds directly and would allow Kimberly to work on strategic agricultural preservation with the rest of the region.

LU 2.3 Emphasize regional shopping and services in gateway commercial.

LU 2.4 Consider encouraging lodging in commercial gateway.

LU 2.5 In optimal locations for multifamily (e.g. downtown), consider adding a density bonus to encourage developers to build affordable housing options. The lack of affordable housing options in Kimberly is contributing to the tax base issue. While first responders expressed concern regarding multifamily housing developments, there are ways to alleviate these worries. Consider developing ordinances and rules regarding the types of multifamily housing allowed and the types of management allowed. If affordable housing options were made available, employees of the local manufacturing companies would be able to move into town and support the local economy rather than commuting from towns as far away as Gooding and Shoshone.



LU Opportunity Area 3: Design review and connectivity

Design review helps: reduce conflicting uses near rail; maintain or improve small-town character; and improve bicycle and pedestrian (bike/ped) connectivity. The 2013 Comprehensive Plan frequently mentioned increasing bike/ped connectivity:

Page 16: Have the school be the hub for the bike/walk path.

Page 24: Sidewalks, Walking Paths, Safe Routes to Schools

page 25: Develop bike/walk paths throughout the city limits: Have developers add bike/walk paths throughout their new development.

Page 25: Require developers to widen roads for a bike path in their development. Require developers to put minimum 10-foot-wide walk paths meandering through their development, whether residential, commercial or industrial.

Page 27: Develop an arterial system of sidewalks and non-motorized-vehicle paths to promote the safe movement of those using alternate travel methods.

Page 27: For any new development, all developers—where and/or when appropriate—are to provide and bear the cost of construction of new streets, curbs, sidewalks, streetlights, bicycle/walking paths and other improvements to ensure orderly development and the safety of the citizens in their travels to, from, and within the City.”

Page 29: Develop plans and establish, with citizen and business owner input, locations for a City-wide walk/bike path that provides connectivity with neighboring communities’ paths.”

Page 30: Develop a plan and associated map for the walk/bike path throughout the city and all new developments.

Page 30: Develop a plan to require developers to put bike/walkpaths in new developments. Such plans shall be approved by the Planning & Zoning Commission and by the City Council.

Visiting team members heard that the objectives above are being worked on, that budgets are tight, and that it takes time. The visiting team fully agrees with the 2013 Comprehensive Plan and adds the following recommendations to the goals and policies stated above.



LU 3.1 Develop design review as part of development process especially for transition edges and sensitive areas. This recommendation complements the 2013 Comprehensive Plan, which states, “Design standards and design review (including non-tin exterior buildings with the area) will assist to

make these areas identifiable, unique, and planned destination areas. These areas are along major transportation corridors.”

LU 3.2 Develop a connectivity plan for pedestrian and bicycle connectivity. It should connect the old downtown, new school site, and new development on Red Cap Corner and other commercial gateway areas. Kimberly is bisected by the railway, which is currently a barrier to foot/bike traffic into the downtown for new housing developments and new elementary school on the north side of the tracks. The new elementary school’s location amplifies the need for connectivity generally and this connectivity plan specifically.

- Consider forming a bicycle and pedestrian advisory committee to develop and execute the connectivity plan.
- Integrate the route with downtown.
- Provide a safe route for school children going to and from the new school.
- Provide a jumping off point to a larger plan that involves engagement with other communities in the area to connect prospective bike routes throughout the Magic Valley.
- Include connection points for pathways to inform future developers.

LU 3.3 Allow or encourage open space requirements in the subdivision ordinance to be met with trails and pathways. The Idaho Chapter of the American Planning Association can help with this. Pocket parks and open spaces often get little use, while open space in the form of paths give more value and receive more use.

- Require developers to put minimum 10-foot-wide (narrower where clearly justified) walk paths meandering through their development, whether residential, commercial or industrial.
- Complete sidewalks for safety and attractiveness.

LU 3.4 Avoid free right turns at the Red Cap Corner, as they are less safe for pedestrians. The existing free right toward Kimberly from Twin Falls is an advantage to Kimberly, reducing a barrier to those coming in. However, free rights on the other three corners would impede pedestrians without adding as much value to Kimberly. If they are installed, be sure they are bike and pedestrian friendly to maintain connectivity between Kimberly north and south of Highways 30 and 50.

LU 3.5 Make sure Kimberly participates in efforts to develop a regional trail system in the southern Magic Valley. Existing and future trails in Kimberly should connect to this larger system.

At the April 20, 2017 town hall meeting that concluded the community review, Home Team members and other Kimberly residents expressed support for the following next steps related to the development of a community bike path/pedestrian network and linking it to the region.

- Map out the network.
- Connect to regional trails.
- Review/update bike plan previously done 3 years ago.
- Form bike/pedestrian advisory group – include the youth, mountain bike club at the high school, people who participate in the indoor bike training facility, etc.
- Communicate with Twin Falls County about their plans
- Make sure Kimberly is represented on regional trails group communicate with Darren Smith on this topic.
- Approach Cliff Bar about supporting this effort.
- Involve high school cross country team, Neighbor Day bike ride/run organizers.

LU Opportunity Area 4: Implement existing plans

Kimberly has done some excellent planning resulting in four very useful planning documents. They articulate a shared and fairly clear vision for Kimberly’s mobility infrastructure. These plans are the 2013 Comprehensive Plan, Community Mobility Action Plan, Cool Places and Safe Routes to School, and Transportation Plan.

LU 4.1 Confirm and / or refresh content found in these four plans. This could be done fairly quickly and should be done in a consolidated effort. However, in our review of these documents, we felt they still do a competent job of reflecting what we heard from residents during the community visit.

LU 4.2 Develop strategies for how to implement an integrated set of the goals, policies, and visions found in these documents.

LU 4.3 Consider doing more planning related to housing, pathways, and agricultural pieces (each mentioned in Land Use recommendations above).

Land Use Planning Resources

Region IV Development Association provides grants, planning, & small business lending. Go to <http://www.rivda.org/> or call Connie Stopher at 208-934-6041.

USDA-RD's Community Facility Grants and Loans assists in creation of essential public facilities. Go to <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program/id>.

American Farmland Trust compared the fiscal impacts of different land uses. Download their "Cost of Community Services" at <http://www.farmlandinfo.org/cost-community-services-studies>.

Southern Idaho Land Trust can help with preserving agricultural land in and around Kimberly. Go to <http://siltinc.org/>.

Housing and Urban Development (HUD) has three programs to consider: HOME Investment Partnership (<https://www.hudexchange.info/programs/home/>), Community Development Block Grants (https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs), and (https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh) for Multifamily Housing. Contact Brian Dale at 208-334-1338.

Idaho Transportation Department's (ITD) Transportation Alternative Program (TAP) and Americans with Disabilities Act (ADA) grants are available at <http://itd.idaho.gov/alt-programs/>. ITD also helps with rail planning.

Local Highway Technical Assistance Council (LHTAC) provides supports rural Idaho communities seeking funding for transportation projects. Go to <http://lhtac.org/programs/transportation-alternatives-program/>.

Idaho Smart Growth can provide technical assistance with Safe Routes to School (network assessment previously done, but could work with school community to develop an engagement program), or provide alternative transportation network assessments and planning. Contact Deanna Smith, (deanna@idahosmartgrowth.org) or Elaine Clegg, (elaine@idahosmartgrowth.org) at 208-333-8066 or go to <http://www.idahosmartgrowth.org/>.

Safe Routes to School National Partnership (<http://www.saferoutespartnership.org/local/technical-assistance-2>) has great resources, including this one about rural communities difficulty in accessing resources set aside federally for communities with less than 5,000 residents. <http://www.saferoutespartnership.org/resources/fact-sheet/srts-small-rural>.

The Blue Cross/Blue Shield Foundation has provided money for planning and projects that encourage active living (e.g. biking). Go to <http://www.bcidahofoundation.org/>, or contact Kendra Witt-Doyle, kwitt-doyle@bcidaho.com.

Idaho Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Contact Cynthia Gibson at 208-345-1105, Cynthia@idahowalkbike.org.

Idaho Health & Welfare Community Activity Connection Grants. Go to [http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition\(IPAN\)/PhysicalActivity/tabid/1970/Default.aspx](http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition(IPAN)/PhysicalActivity/tabid/1970/Default.aspx) and <http://www.cdc.gov/obesity/downloads/UrbanDesignPolicies.pdf>.

University of Idaho's Bioregional Planning Program <http://www.uidaho.edu/caa/programs/biop> can offer Master's student support on projects, especially as (low) paid summer interns.

Community Builders provides transportation planning & design and redevelopment technical assistance grants <https://www.communitybuilders.org/how-we-help/community-assistance/>. New Mobility West, partner of Community Builders, can help with planning more diverse, effective, and efficient transportation. Go to <http://newmobilitywest.org/>. Additionally, Community Builders is working on providing an *Affordable Housing Guidebook for the Rocky Mountain West*.

Operation Lifesaver's mission is to end collisions, deaths and injuries at highway-rail grade crossings and on railroad property through a nationwide network of volunteers who work to educate people about rail safety. State website: <http://www.olidaho.org/>. Contact State Coordinator Travis Campbell at 208-465-8226, or at oli.idaho@gmail.com.

U.S. Department of Transportation's (USDOT) FASTLANE grants for projects over \$5M to improve safety and move freight off of highways, making the U.S. more economically competitive. Go to <https://www.fhwa.dot.gov/fastact/factsheets/fastlanegrantsfs.pdf>. USDOT's TIGER funds innovative projects including multi-modal ones. Go to <https://www.transportation.gov/tiger>.

Idaho Chapter of the American Planning Association. Go to <http://idahoapa.org> or contact president Leon Letson LLetson@cityofboise.org.

Givens Pursley Law Firm in Boise has published Land Use Handbook: *The Law of Planning, Zoning, and Property Rights in Idaho*, and other handbooks of interest to Idaho communities. This explains comprehensive plans and related requirements. Free download at: <http://www.givenspursley.com/publications>.

Western Planner magazine has great resources including conferences. Go to www.westernplanner.org.

The Successful Communities On-line Toolkit is a searchable database of community design and planning best practices from across the West. Go to www.scotie.org/.

Idaho Recreation and Park Association can provide some guidance about completing a park and recreation master plan and/or establishing a recreation district. <http://www.irpa-idaho.org/>.

"Trail Towns: Capturing Trail-based Tourism" is a comprehensive manual for Pennsylvania communities created by the Allegheny Trail Alliance. It is available here: <http://www.atatrail.org/docs/1TTManual.pdf>.

The Blaine County Recreation District maintains over 400 miles of bike and cross country ski trails, including the over 20-year old Wood River Rail-to-Trail from Bellevue to Ketchum in Blaine County. <http://bcrd.org/>, 208-578-2273, info@bcrd.org. These trails have become an economically important amenity.

Friends of Pathways is a 20-year old nonprofit organization working to build an extensive network of multipurpose trails in Jackson Hole, Wyoming, <http://www.friendsofpathways.org/>, 307-733-4534, info@friendsofpathways.org.

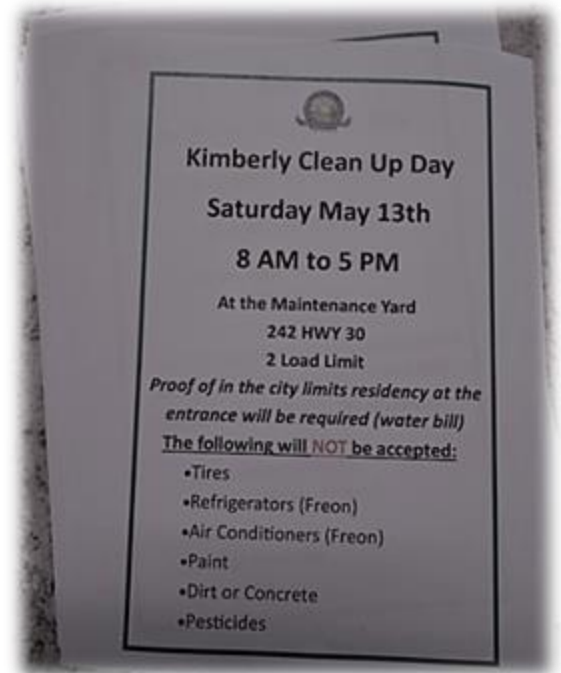
Idaho Dept of Parks and Recreation, Kathy Muir, State and Federal Grant Manager, 208-514-2431, kathy.muir@idpr.idaho.gov. Leo Hennessy, Non-Motorized Trails Coordinator, 208-334-4180, ext 228, lhenness@idpr.idaho.gov.

Portneuf Valley Greenway Foundation's mission is to create a network of paved bicycle and pedestrian trails throughout the greater Pocatello area to enhance the quality of life for residents and visitors by establishing and improving the Portneuf Greenway as a community resource. Go to <http://www.portneufgreenway.org/>.

4th Focus Area: Civic Life and Community Involvement

Why civic life and community involvement?

For Kimberly, a fourth focus area was selected by the visiting team for which opportunity was knocking. As stated throughout the other focus areas, at the time of the community visit, Kimberly had outstanding schools, available job opportunities, volunteerism, abundant agricultural land, and a treasured small-town feel. These assets and others position Kimberly very well among Idaho's rural communities. Civic life and community involvement was selected not because it was absent, but because there was so much potential for more. Like a boat with many oars splashing and colliding out of sync, Kimberly had ample energy, but a lack of synchronization. Focus on civic life and community involvement could change this. The following three sketches capture an image of leaders with initiative and skill working out of sync with energetic and generous citizenry—a citizenry reluctant to come to public meetings without a compelling reason.



- We heard about one resident eager to donate to see an indoor recreational facility built and another resident wanting to donate land. Parents were volunteering for the Kimberly Youth Association (KYA) in exemplary ways, and local government officials were fully behind it. It was a match made in heaven. Then something happened—the boat began spinning instead of moving forward. A proposal to form a park and recreation district was not passed by Kimberly voters. This effort failed in part because it was rushed and because opinions about the proposed site and other details about the proposed rec. center were mixed; there may have also been some voter confusion about the initiative. The situation revealed a lack of community cohesiveness and capacity to mobilize and communicate when opportunity knocked.
- We heard about a need for multifamily housing. Zoning was permissive of housing with five or more units in industrial, commercial, and residential (R3) zones. Increased taxes were identified as a major concern. Large employers operating nearby needed workforce housing. Kimberly was adding single family homes. How did investment from the private sector fail to connect with the need for a variety of housing types? Again, this revealed opportunity for improved mechanisms to connect awareness of resident (and prospective resident) desires, community objectives (sustainable tax base), and leadership; there was a communication break down of sorts.
- We saw a Main Street filled with businesses, but, as stated by residents in the survey, “Main Street is closed down” and “when people visit they refer to Kimberly as a ghost town.” Leaders had brought in beautification grant funding, and still residents were not present. Leaders were not clear on the root cause of the inactivity; is Kimberly just a sleepy bedroom community?

Residents come out in throngs to community gatherings, and they were dissatisfied with the lack of more. Why did this mismatch persist?

We heard from leaders: “It’s hard to get people involved in things. Some older people can’t get to meetings” and “You can’t get people involved, and then when you make a decision, all heck breaks loose.” This could be interpreted as citizens content and trusting, deferring to a small number of leaders, but able to mobilize when unpopular decisions arose. It could be interpreted as industrious citizens running full speed with daily life, but ready to rush to action when a political issues was “critical” in their minds. Note that many communities have busy citizens that exhibit more involvement. It could be interpreted as citizen disengagement as a reaction to unresponsive leadership. We heard that it was being interpreted as reluctance to get involved, a lack of interest, or both. Regardless the underlying combination of causes, these misalignments called attention to civic life and community involvement.

There was one other indicator of need for attention in the civic life and community involvement realm. There seemed to be some segments of the population less included. Hispanic residents were one such group comprising over 15% of population and around 10% of youth – per National Center for Education Statistics – Hispanic residents were a growing proportion of Kimberly. Another less included group was outsiders - those coming to Kimberly from more urban areas with more left-leaning politics, often higher incomes, more local and high quality food preferences, and generally less agricultural experience. Visiting team members heard outsiders described as “Ketchum-type people” during the community visit, and they were not warmly welcomed. Multifamily residents were, by some, perceived to be less legally upstanding and economically productive than those in single family homes. IRP’s intent is not to sway demographic trends or attempt to change Kimberly’s culture. IRP’s goal is to strengthen the sense of community and increase quality of life in Kimberly. A divided Kimberly lacking effective communication networks is weaker and less outstanding for its residents.

Civic Life and Community Involvement (CLCI) Opportunity Areas

CLCI Opportunity Area 1: Communication

CLCI 1.1 Create a civic life advisory committee to gather movers and shakers from different social groups. This would help their groups’ initiatives and ideas reach elected leaders and staff. This might enable successes like Vintage Vixens, in which the City teamed with a few movers and shakers to close streets and launch a group that is still meeting (now at the fairgrounds) with crowds in the thousands.

- Form Hispanic advisory committee, either a separate and complimentary committee or a subcommittee of the civic life advisory committee. Specifically, this Hispanic advisory committee, predominantly comprised of Hispanic residents, could identify opportunities and



recommendations for engaging Hispanic residents. It could answer questions like, what sort of differences in housing and business preferences might be expected, and how might these differences benefit all residents and the City budget and operations?

CLCI 1.2 Start a newsletter. In Athol, a one page newsletter was sent with the monthly water bill, and 72% of Community Review survey respondents preferred it --more than U.S. mail, email, social media, bulletin board, or newspaper. The effectiveness was demonstrated in their ability to get residents out for community meetings, with around 10% of their population coming to both town hall meetings! This could be maintained by the civic life advisory committee or City staff.

CLCI 1.3 Mini-surveys about important decisions could be sent in the newsletter, or be mailed separately. Results could be processed by the civic life advisory committee and help steer not only elected officials and staff decisions, but could also inform the commerce authority created in [ED1.1](#).

CLCI 1.4 Social media is a great way to connect with youth and busy young family folk. These groups, while busy, are interested and engage when time allows. Smart phones and social media are very popular with this group, enabling them to juggle a surprising number of events and involvements. Kimberly's Facebook page appears to have been idle since 2013. Consider having either youth (committee in next opportunity area) or civic life committee maintain it.

CLCI Opportunity Area 2: Youth

As the visiting team heard so many times, Kimberly's schools are outstanding, and Kimberly's residents support their youth. This was a cornerstone of Kimberly's identity. Use this strength to tackle civic life challenges.

CLCI 2.1 Consider creating a youth committee with a youth or two from each school, perhaps one from each grade from high school. These could be student body presidents, increasing the relevance of that position and eliminating difficulty selecting students objectively. This group could be liaisons between students, their parents, and City staff and representatives. The youth council could contribute to [ED Opportunities Area 3](#) recommendations.



CLCI 2.2 Support addition of youth to KYA's board of directors.

CLCI 2.3 Encourage youth to become technology ambassadors for the rest of the community. They might help in the context of economic development, e-commerce, civic engagement, public information, and skills (e.g. software skills) building.

CLCI 2.4 Through new students in the schools, engage families who are relatively new to Kimberly. In the [Community Involvement, Information, and Leadership](#) portion of the survey results, newer residents were more trusting and optimistic about leadership. It makes sense to take the opportunity to open communication channels and get them involved.

CLCI Opportunity Area 3: Inclusiveness

Visiting team members heard hints of reservation relating to various groups or entities. Here are a few ways to help increase inclusivity.

CLCI 3.1 New residents, we heard, had limited access to leadership roles. This “good ol’ boys club” dynamic may be limiting Kimberly more than is realized. With so many residents between 20 and 40 years of age, many of them well educated and capable, Kimberly could benefit from deliberate efforts to include newer residents in leadership. Kimberly is uniquely privileged to have so many adults in this age group, relative to most of rural Idaho. New arrivals may be desiring the sort of vibrant downtown and multifamily opportunities that Kimberly leaders would like to see, but their absence in decision making circles may be causing delays.

CLCI 3.2 Support creation of an interfaith/ecumenical group able to sponsor and coordinate civic events such as last year’s very successful Christmas event.

CLCI 3.3 Ensure the commerce authority recommended in [ED 1.1](#) is inclusive. If it is not, it risks missing or rejecting options it would have capitalized on had it been more inclusive. It also risks resident opposition to its efforts.

CLCI 3.4 People love food and often come out in droves for a combination of public meetings and food. Here are two recommendations leveraging potlucks.

- Consider a community potluck in the park with *traditional Hispanic cuisine* cooked by local Hispanic residents. This could be sponsored by the local Hispanic church, Hispanic advisory committee from [CLCI 1.1](#), or simply Hispanic residents, but advertising and facility support should come from the City and schools to help “make it official.”
- Consider recurring potlucks after city council meetings, as were started in Athol. Attendance and engagement in council meetings increased along with enjoyment.



CLCI 3.5 Embrace outsiders (as defined in the [Why civic life and community involvement](#) section) who want to move to Kimberly. Reluctance to accept outsiders seemed to stem from a desire to keep cherished aspects of Kimberly’s culture including its small-town, agricultural, friendly, and hardworking values. However great the cultural difference may be between outsiders and current Kimberly residents,

any outsider attracted to and moving to Kimberly must not be all bad. Many Californians move to Idaho to get away from California, and many big city residents move to small towns to escape the city. If outsiders like farmers markets, apartments above businesses on Main Street, dining out at micro-breweries, and finding interesting hole-in-the-wall businesses to support, this is not likely to harm Kimberly. If they promote social programs like food kitchens in town, and apply for grants to add art pieces to parks and gateways, they haven’t done too much harm. If they choose to have no children and add two high-income working adults to the tax rolls while drawing out less in services, they should



be recruited. While personal values and opinions may differ significantly from Kimberly’s average, making development decisions to avoid attracting outsiders makes little economic sense.

CLCI 3.6 Partner with Twin Falls. There seemed to be an adversarial tone with Twin Falls. Twin looms across the border. Its development decisions, especially attracting industry competitively, affect

Kimberly. It controls Kimberly's fate by controlling their wastewater treatment. However, Twin Falls is a tremendous asset. Many of Kimberly's residents bring in wages from Twin Falls. When Kimberly has a clear vision about its community identity (as suggested in [CDI 1.1](#)), it can work with Twin Falls to market itself. Twin Falls residents could come to Kimberly's attractions and stimulate the economy. Kimberly has several competitive advantages: Kimberly's schools are perceived to be better; Kimberly still has its downtown at its core, and; Kimberly still has a buffer of agricultural ground giving it a small-town feel. Kimberly could be a place to visit while staying in Twin Falls, to the mutual benefit of Kimberly and Twin Falls.

Civic Life and Community Involvement Resources

"Social Capital Building Toolkit" publication of the John F. Kennedy School of Government in 2006. Go to <http://www.hks.harvard.edu/saguaro/pdfs/skbuildingtoolkitversion1.2.pdf>.

Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to <http://www.lovecaldwell.com/>.

National Coalition for Dialogue & Deliberation (NCDD) promotes dialogue, deliberation, and other innovative group processes to help people bridge differences to tackle challenging problems. An impressive variety of resources are available at <http://ncdd.org/rc/>.

Municipal Research and Services Center provides Citizen Participation and Engagement support documents. Go to <http://mrsc.org/Home/Explore-Topics/Governance.aspx>.

Heartland Center for Leadership Development in Nebraska provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. Go to <http://heartlandcenter.info/>.

HomeTown Competitiveness's community development strategy is to: (1) Develop Local Leadership, (2) Increase Community Philanthropy, (3) Energize Entrepreneurs, and (4) Engage Youth. Go to <http://htcommunity.whhive.com> for additional resources and contact information.

Orton Family Foundation shares information, best practices, and tools on citizen-driven planning and public participation in rural communities. Go to http://www.orton.org/resources/stewardship_study.

Idaho Nonprofit Center provides education and networking for nonprofit organizations to aid in organizational development, fundraising, and collaboration. Go to www.idahononprofits.org.

For help creating a community foundation, contact the Idaho Community Foundation at <http://www.idcomfdn.org/>.

Karma for Cara Foundation has a microgrant program that encourages youth 18 and under to apply for funds between \$250 and \$1,000 to complete service projects in their communities. Whether it is turning a vacant lot into a community garden, rebuilding a school playground or helping senior citizens get their homes ready for winter, we want to hear what project you're passionate about. Go to <http://karmaforcara.org/get-involved/apply-for-a-microgrant/>.

Northwest Community Development Institute trains community development professionals and volunteers in Boise annually in leadership and community development. Go to <http://commerce.idaho.gov/communities/northwest-community-development-institute/> or contact Jerry Miller at 208-287-0780 or email jerry.miller@commerce.idaho.gov.

Successful Strategies for Engaging the Latino and Hispanic Population by Michigan State's Extension at http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population

Reaching and Engaging Latino Communities, by the California League of Cities. Go to <http://www.westerncity.com/Western-City/September-2008/Reaching-and-Engaging-Latino-Communities/>.

Center for Community and Justice supports Hispanics in Idaho and could be a good resource for the Hispanic advisory committee. Go to <http://www.comunidadjusticiaidaho.org/>.

Partners for Prosperity does community development, primarily in eastern Idaho, including Hispanic entrepreneurship. Go to <http://www.p4pidaho.org/>. Jessica Sotelo jsotelo@p4pidaho.org.

Idaho Commission on Hispanic Affairs. Go to <http://icha.idaho.gov/> or call Margie Gonzalez at 334-3776.

Appendices

Appendix A: Community Review Application

Appendix B: Contact and Biographical Information for Visiting Team Members

Appendix C: Survey Form and Survey Results

Appendix D: Community Review Schedule and Focus Area Itineraries

Appendix E: Documenting Cumulative Value of Kimberly Community Review

Appendix F: Typical Outline for a Park and Recreation Master Plan

Appendix A: Application

Please complete this application by 4/15/16 and return to:
Idaho Rural Partnership
1090 E. Watertower Street Ste. 100, Meridian, ID 83642
or email to jon.barrett@irp.idaho.gov

Idaho Community Review Application A Community Visitation Program

Offered in Partnership by the

Association of Idaho Cities, Idaho Department of Commerce, Idaho Transportation Department, Idaho Housing & Finance Association, U.S. Department of Housing & Urban Development, Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural Development, and Idaho Rural Partnership

Please submit answers to the following questions. Cities with populations under 10,000 are eligible to apply. **Complete applications must be postmarked or received via email by 5:00 pm, April 15, 2016.** Our mailing address is 1090 E. Watertower Street Ste. 100, Meridian, ID 83642. Send applications electronically to jon.barrett@irp.idaho.gov. Call 208-332-1730 with questions.

Your community must agree to accept the following responsibilities to ensure the success of the Review:

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the Review with community leaders and citizens.
- Appoint a home team leader for each of the Community Review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the Community Review.
- Appoint a home team leader to coordinate the Listening Sessions. This is a critically important role; the ideal leader is someone known to and respected by everyone, a natural connector and networker comfortable in a wide range of social settings. We encourage the home team Listening Session leader to reach out to individuals in the various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. **Please Note:** Listening Session stakeholders must reflect a broad cross-section of all residents to make best use of this investment. The value of information gained depends on the diversity of opinions and perspectives we sample.
- Participate in weekly planning meetings starting two and a half months prior to the Review.
- Arrange community tours and meeting agendas in the three focus areas you identify.
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs)
- Assign a community member to work with the Executive Director of the Idaho Rural Partnership to help identify businesses within the community that can be approached by the Executive Director to help pay for the IRP costs associated with conducting a Community Review. Additional information about funding is provided in the “Funding” section on page three of this document.

- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members will have the option to stay in the community so as to be close to the action and spend our money at local businesses.
- Publicize the Community Review to maximize community participation; we cannot stress this enough...the value of this process to your community is directly proportional to local stakeholder participation. Greater participation in this process often translates into broader support for follow-up efforts to move recommendations into reality.
- Assist with collection of background information and data prior to the Community Review.
- Designate at least two community members to facilitate the follow-up process.

Community: City of Kimberly
 Main Contact Person: Craig Eckles - Pd 2 Admin
 Address/City/State/Zip: Box 2 242 Highway 30 East, Kimberly, ID 83341
 Phone, Fax, Email: 208-423-4151 ceckles@cityofkimberly.org

Economic development is a required focus area for all Community Reviews. Circle or write-in two other focus areas your community has tentatively selected for emphasis. Focus areas might include some combination of the following:

Infrastructure

Housing

Land Use Planning

Community Design & Identity

Education

Health Care

Seniors and Youth

Arts, Historic, & Recreation Resources

Civic Life & Community Involvement Transportation

Other Focus Area(s): _____

Please briefly describe the process used to select your focus areas:

We are a growing community lacking in diversity and are sought after for our education offered 1-12. We are being exposed to large industrial uses on our young ACI's. We need to be prepared and make this new growth a benefit to our community.

Names/phone numbers/Email addresses of the three focus area leaders:

1. Economic Development: DAN SHEWMAKER ²⁰⁸⁻⁴²³⁻⁴⁵⁰⁷ e-mail = dshew@msn.com

Design Identity: Nancy Duncan 208-316-2973 e-mail Nduncan@cityofkimberly.org

3. Cindy Schmitt 208-423-5265 e-mail = cindy@mtwestrealty.com

In the Focus Areas identified, what specific issues does your community want to address?

- 1.) Focus area #1: Economic Development:

In Fill Development, Business Retention, Attracting new
NON Residential Growth,

- 2.) Focus area #2: Community Design & Identity

Who & what are we today?

What do we want to be?

What changes will get us to where we want to be?

- 3.) Focus area #3: Land Use Planning

Mixed zoning uses - Flexibility -

Re think Commercial Business Zone - to restrictive

Utilize Rail Corridor with proper zones

What are your community's intentions or plans with respect to prioritizing and taking action on the recommendations provided by the Community Review? What individuals and/or organizations in your community can provide the necessary leadership going forward?

Educate the elected, citizens & implement Ordinance or
resolutions to make need changes.

Planning Commission, School District, Business Group
and Council.

What strategic planning, business development, enhancement, revitalization, clean-up, contracted or consulting efforts have occurred in your community in the last one to three years? (Attach additional sheets, documentation, brochures, or report summaries as necessary)

TRASH RECYCLING, WATER CONSERVATION MEASURES. DOWNTOWN MAIN STREET RE-HAB.

Every community we visit faces challenges involving disconnects or conflict among groups. We understand this, and we aren't interested in taking sides or judging. Please identify (in general terms) any recent or anticipated controversies involving local leadership or civic organizations that have a bearing on this Review. Are there any issues that might limit local participation or implementation of the Review or resulting recommendations? How might they be addressed during the Review? We can discuss details later.

None that I am aware of.

Describe any economic development projects the city would like the visiting team to examine. For the purpose of this question, an economic development project is any initiative to attract new business, help retain or expand existing business or improve infrastructure. In your description of the project, identify any funders and partners contacted and/or involved with the project.

Review, research our rail corridor, infill, retention, attract new business. Contacts have been with the KBOA (Kimberly Business Owners Assoc.) - No fund raisers yet.

Community support. Briefly describe major community funding initiatives (fundraisers, levies and/or bond elections) in the past five years, including outcomes.

\$500,000.00 Sewer upgrade project starting 4-1-2016, improvements to system.

Region IV Downtown Re-vitalization \$300,000.00

AcDBG 2013 596,000.00 Family Health Service Project.

What other projects has your community completed in the last one to three years? (Attach additional sheets or information as necessary.)

We ask that communities participating in the Review process provide brief updates on an annual basis for three years following the Review. These updates will share progress the community has made as either a direct or indirect result of a Community Review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of Reviews and demonstrate how resources and investments are leveraged through the process. The information is also shared with our funding entities to show the impact their contributions are making to improve the economic and social conditions in rural Idaho communities. This is critical to maintain support for our work in rural Idaho.

Which month do you prefer for your Community Review?

September 2016 ___ June 2017
___ March 2017 ___ September 2017

Mayor's Signature: *Berk Paulsen* Date: 4/15/2016

*We are grateful to have this opportunity thanks
Croy Eckles*

Please complete this application by 4/15/16 and return to:
Idaho Rural Partnership
1090 E. Watertower Street Ste. 100, Meridian, ID 83642 -- (208) 332-1730
or email to jon.barrett@irp.idaho.gov

Appendix B: Contact and Biographical Information for Visiting Team Members

Economic Development Focus Area

Jerry Miller, PCED (focus area leader)

Economic Development Specialist
Idaho Department of Commerce
700 West State St.
Boise, ID 83720
Office: 208-334-2650, ext. 2143
Cell: 208-921-4685
Email: jerry.miller@commerce.idaho.gov

Born and raised in Des Moines, Iowa, Jerry attended the University of Iowa, receiving an undergraduate degree in history and political science and a graduate degree in Urban and Regional Planning. Since 1992, Jerry has toiled in the fields of community and economic development, and is currently employed by the Idaho Department of Commerce as an economic development specialist. Jerry is the co-creator of the Idaho Rural Partners Forums and is editor-in-chief of the Show Me the Money funding newsletter. Jerry serves on the board of the Idaho Human Rights Education Center (the Anne Frank Memorial) and will be a class leader at this year's Northwest Community Development Institute. Jerry's passions include Iowa Hawkeye sports, dogs, movies, travel, blogging, and the performing arts.

Jeremy French

Business Programs Specialist
USDA Rural Development
1441 Fillmore, Suite C
Twin Falls, ID 83301
Email: jeremy.french@id.usda.gov
Office: 208-944-3754

Jeremy began working for USDA Rural Development in 2015. In his position as Business Programs Specialist, he helps businesses in the region find financial backing and technical assistance to stimulate business creation and growth. Jeremy is originally from Texas, where he attended Midwestern State University in Wichita Falls.

Brent Tolman, MBA, CPM

Regional Business Specialist
Idaho Department of Labor
127 W. 5th Street N.
Burley, ID 83318
Email: brent.tolman@labor.idaho.gov
Office: 208-678-5518

Cell: 208-670-3476

Brent has worked for the Idaho Department of Labor (IDOL) for 18 years. After starting as a workforce Consultant, he was promoted through the ranks of Supervisor, Manager and most recently as a Regional Business Specialist. Prior to join IDOL he worked in private industry as a production supervisor and Human Resource Manager.

During his time with IDOL, he has been involved extensively in economic development projects and currently serves on the executive board for the Southern Idaho Development, the board of directors for Region IV Development Association, and as a commissioner for the Heyburn Urban Renewal Agency. Brent previously served on the board of directors for the Mini-Cassia Chamber of Commerce for seven years including serving as Board President for one year.

Brent recently completed his MBA at Boise State University where he also did his undergraduate work, receiving a Bachelor's of Business Administration with an emphasis in Human Resource Management. Brent speaks, reads and writes Spanish fluently and also received a minor in Spanish while completing his undergraduate studies. In addition to his post-secondary and graduate education, Brent has also completed the Idaho Certified Public Manager program receiving this certification in 2003.

Community Design and Identity Focus Area

Julia Oxarango-Ingram (focus area leader)

Director

Southern Idaho Rural Development

P.O. Box 5079

Twin Falls, 83303

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Julia has been involved in community and economic development in Lincoln County, Blaine County, and the Magic Valley for over 14 years. Prior to her present position as the Director of Southern Idaho Rural Development, she was actively involved in creating the Lincoln County Chamber of Commerce. She has also worked for the Hailey and Sun Valley-Ketchum Chambers of Commerce, Arch Community Housing Trust, Habitat for Humanity, and the Blaine County Commissioners. She has led and served on numerous boards and committees related to community and economic development. Julia is also a graduate of the Northwest Community Development Institute.

Margie Gonzalez

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Bio. not available.

Land Use Planning Focus Area

Brian Dale, PCED (focus area leader)

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A certified community developer (PCED), Brian Dale has a B.A. from Westminster College (in Missouri) and attended Community Builder training in 1998 at the John F. Kennedy School of Government at Harvard University. Brian was also a part of HUD's 2005-2006 Emerging Leaders program. Brian's current assignments with HUD include serving as the Regional Faith-Based Liaison for Idaho and the rest of HUD Region X; networking with service providers for homeless populations (Idaho's two Continuums of Care); working with the continuums to develop their Coordinated Entry system; facilitating the VASH/SSVF Partnership of Idaho and facilitating the Idaho Fair Housing Forum. He has also worked closely with HUD FHA's Good Neighbor Program, assisting in developing Revitalization Areas in several Idaho communities. He currently serves on the Steering Committee of the Idaho Community Review. Additionally, he has worked with numerous local, regional and national disability councils, advisory committees and coalitions. Prior to HUD he served as Executive Director of the Utah Statewide Independent Living Council and as Legislative Liaison for the Missouri Governor's Council on Disability.

Deanna Smith

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Deanna is a Project Manager for Idaho Smart Growth (www.idahosmartgrowth.org), a statewide non-profit organization whose mission is bringing people together to create great places to live through

sensible growth. She holds a Charrette Management and Facilitation Certificate from the National Charrette Institute and has over 30 years experience in community work as a facilitator. Her interest in and experience with development controversy started during her five years as East End Neighborhood Association Board President. Since, she has assisted developers and neighborhoods on many controversial projects.

Drew McGuire

Region IV Development Association
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208-732-5727

Drew McGuire no longer works at Region IV Development Association (RIVDA). Region IV Development Association. Region IV Development Association is a private, not-for-profit corporation established to encourage development and diversification in the economy of South-Central Idaho. For more information, go to <http://www.rivda.org/index.html>.

Listening Session Leaders

Lorie Higgins

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Lorie is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called Two Degrees Northwest, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

Erik Kingston, PCED

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Erik has managed IHFA's Housing Information and Resource Center since 1998, after serving three years as IHFA's Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for www.housingidaho.com, co-author of IHFA's Workforce Housing Toolkit: Simple Steps for Stronger Communities and author of the 2011 Housing Assistance Guide for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.

Coordination and Report Writing

Jon Barrett

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Jon grew up in Colville, Washington. His career in community and economic development began soon after graduating from Washington State University with a degree in Landscape Architecture. He has worked on staff and in a consulting capacity with numerous rural Idaho and Washington communities. From 1997-2006 he was the co-executive director of Idaho Smart Growth. He started his own consulting business in 2007 to provide services to government agencies, tribes, and nonprofit organizations. Jon has served as IRP's Acting Executive Director since April 2015.

Jon is a graduate of Leadership Idaho Agriculture and has also completed advanced training in mediation, fundraising and other topics. He has expertise in project management, group facilitation and multi-interest collaboration, organizational development and strategic planning, community design, policy development, and grant writing. In 2004 the Idaho Planning Association recognized Jon as Idaho Planner of the Year.

Jon enjoys Idaho's rural communities, mountains, trails, and trout streams.

Josh Hightree

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As a graduate student at the University of Idaho's Bioregional Planning M.S. program, Josh participated in the Aberdeen Community Review. Graduating with an M.Eng. in Engineering Management and an M.S. in Bioregional Planning in May 2016, he started Abundance Endeavors LLC which does business as Abundance Consulting, doing consulting, and Six Pack Root Beer, producing artisan root beer for sale at the Moscow Farmers Market. He is partnering with Lorie Higgins and Jon Barrett to study Idaho, Wyoming, and Montana's community review (assessment) programs. He is also a doctoral student in the Water Resources program at University of Idaho investigating the needs of rural communities related to water and wastewater.

Appendix C: Kimberly Community Survey

This survey is being conducted as part of the Kimberly Community Review happening April 18-20, 2017.

- **Results are anonymous**, reported as totals with no identifying information.
- Complete only one **paper** survey per household and respond by **Wednesday, April 12, 2017**
- An online survey is available for other household members (including high school age children) and Kimberly area residents who did not receive a paper survey. Go to <https://www.surveymonkey.com/r/KimRev>
- Please mark "N/A" (not applicable) **if you do not use or know about** a particular survey question service.
- Note that questions in Parts 1, 2, 3, and 5 are standard questions asked on every Community Review survey.

Part 1: Infrastructure and Related Services		Highly Dissatisfied			Highly Satisfied		N/A
1.	Condition of streets	1	2	3	4	5	N/A
2.	Walking and biking in community	1	2	3	4	5	N/A
3.	Recreation and entertainment opportunities for youth	1	2	3	4	5	N/A
4.	Recreation and entertainment opportunities for adults	1	2	3	4	5	N/A
5.	Community parks and playgrounds	1	2	3	4	5	N/A
6.	Local arts and cultural opportunities	1	2	3	4	5	N/A
7.	High speed Internet service	1	2	3	4	5	N/A
8.	Library	1	2	3	4	5	N/A
9.	K-12 education	1	2	3	4	5	N/A
10.	Day care for children	1	2	3	4	5	N/A
11.	Availability of food bank	1	2	3	4	5	N/A
12.	Availability of routine medical services	1	2	3	4	5	N/A
13.	Public transportation	1	2	3	4	5	N/A
14.	Programs for seniors or residents with disabilities	1	2	3	4	5	N/A
15.	Drug and alcohol treatment programs	1	2	3	4	5	N/A
16.	Mental health care services	1	2	3	4	5	N/A
17.	Police protection / law enforcement	1	2	3	4	5	N/A
18.	Domestic water services	1	2	3	4	5	N/A

Part 2: Economic Development		Highly Dissatisfied			Highly Satisfied		N/A
1.	Appearance of downtown	1	2	3	4	5	N/A
2.	Variety of goods and services available in community	1	2	3	4	5	N/A
3.	Availability of fresh fruits and vegetables	1	2	3	4	5	N/A
4.	Visitor attractions and services (e.g. information, lodging...)	1	2	3	4	5	N/A
5.	Vocational or workforce training programs	1	2	3	4	5	N/A
6.	Availability of quality (e.g. living wage) job opportunities	1	2	3	4	5	N/A
7.	Availability of info / training for people starting new businesses	1	2	3	4	5	N/A
8.	Housing availability	1	2	3	4	5	N/A
9.	Housing affordability	1	2	3	4	5	N/A
10.	Appearance of residential neighborhoods	1	2	3	4	5	N/A

Part 3: Civic and Community		Highly Dissatisfied			Highly Satisfied			N/A
1.	Efforts by city leaders to welcome and value citizen input	1	2	3	4	5	N/A	
2.	Local government use of public resources	1	2	3	4	5	N/A	
3.	Cooperation among local government agencies and community organizations.	1	2	3	4	5	N/A	
4.	Friendliness / neighborliness of residents	1	2	3	4	5	N/A	
5.	Ability of community to resolve conflicts when they come up	1	2	3	4	5	N/A	
6.	Welcome extended to new residents	1	2	3	4	5	N/A	
7.	Direction community is moving	1	2	3	4	5	N/A	

Part 4: Questions selected by Kimberly residents and leaders

1. Please list up to 3 new businesses you would support if they opened in Kimberly:
 (1) _____, (2) _____, (3) _____
2. Please list up to 3 new community events you would like in Kimberly (in addition to existing events):
 (1) _____, (2) _____, (3) _____
3. Below please circle your level of support for creating and funding a tax-based recreation district, which is not part of the City.
- Strongly oppose Somewhat oppose Neutral Somewhat support Strongly support*
- Also, please briefly explain why you would support or oppose a recreation district.
- _____
4. What prevents you from supporting Kimberly’s locally owned businesses more often? (Circle all that apply)
- Cost
- Local businesses are not open when I need them
- Services and products I need are not available in Kimberly
- Lack of parking
- Nothing. Supporting Kimberly businesses is a high priority to me.
- Other _____

Part 5: Demographics - Circle your answers.

1. **Gender:** Male Female
2. **Ethnicity:** Non-Hispanic Hispanic Other
3. **Age group:** Under 25 25-35 36-45 46-55 56-65 Over 65
4. **How many years have you lived in Kimberly or immediate area?** 0-10 years 11-20 years Over 21
5. **Do you live within the Kimberly city limits?** Yes No, I live outside city limits
6. **Household income:** Under \$15,000 \$15,000-\$29,999 \$30,000-\$54,999
 \$55,000-\$74,999 \$75,000-\$99,999 Above \$100,000
7. **Formal education:** High school diploma Some college Associates degree
 Bachelor’s degree Advanced degree

Survey Results

Demographics

Percent Count			Percent Count		
Gender:	230 Responses		Place of residence:	229 Responses	
Male	39%	89	Kimberly	96%	220
Female	61%	141	Twin Falls	0%	0
Ethnicity:	224 Responses		Unincorporated Twin Falls	4%	9
Non-Hispanic	95%	212	County	0%	0
Hispanic	5%	11	Hansen	0%	0
Other	0%	1	Murtaugh	0%	0
			Other	0%	0
Age Group:	231 Responses		Household income:	216 Responses	
Under 25	2%	4	Under \$15,000	6%	12
25-35	20%	46	\$15,000-\$29,999	12%	26
36-45	15%	34	\$30,000-\$54,999	23%	50
46-55	19%	44	\$55,000-\$74,999	24%	52
56-65	21%	48	\$75,000-\$99,999	20%	44
Over 65	24%	55	Above \$100,000	15%	32
Years in Kimberly:	225 Responses		Formal Education:	229 Responses	
0-10 years	36%	81	High school diploma	14%	33
11-20 years	25%	56	Some college	32%	74
Over 21 years	39%	88	Associates degree	15%	35
			Bachelor's degree	25%	57
			Advanced degree	13%	30

Infrastructure survey results

Part 1: Infrastructure and Related Services	Highly Dissatisfied					Highly Satisfied	N/A	Total	Rating Average
	1	2	3	4	5				
						N/A	Of 238	Out of 5.0	
1. Condition of streets	22	53	98	53	10	1	237	2.90	
2. Walking and biking in community	49	63	64	35	15	10	236	2.58	
3. Recreation and entertainment opportunities	38	52	60	37	20	28	235	2.75	
4. Recreation and entertainment opportunities	61	65	68	16	8	17	235	2.29	
5. Community parks and playgrounds	8	36	79	73	34	7	237	3.39	
6. Local arts and cultural opportunities	55	76	42	12	8	43	236	2.18	
7. High speed Internet service	28	33	54	61	31	28	235	3.16	
8. Library	7	20	70	57	47	34	235	3.58	
9. K-12 education	7	5	45	79	59	42	237	3.91	
10. Day care for children	6	19	37	22	17	134	235	3.25	
11. Availability of food bank	7	20	32	31	21	123	234	3.35	
12. Availability of routine medical services	17	24	55	59	26	52	233	3.29	
13. Public transportation	73	34	19	7	4	96	233	1.80	
14. Programs for seniors or residents with	20	33	31	34	12	106	236	2.88	
15. Drug and alcohol treatment programs	26	27	19	9	3	149	233	2.24	
16. Mental health care services	29	20	28	7	4	143	231	2.28	
17. Police protection / law enforcement	6	19	65	91	49	6	236	3.69	
18. Domestic water services	22	36	56	79	38	5	236	3.32	

Economic development survey results

Part 2: Economic Development	Highly Dissatisfied				Highly Satisfied		N/A	Total	Rating Average
	1	2	3	4	5	N/A	Of 238	Out of 5.0	
1. Appearance of downtown	11	49	82	71	21	1	235	3.18	
2. Variety of goods and services available in community	19	77	76	49	10	2	233	2.80	
3. Availability of fresh fruits and vegetables	22	54	78	56	20	7	237	2.99	
4. Visitor attractions and services (e.g. information, lodging...)	67	72	25	7	6	55	232	1.94	
5. Vocational or workforce training programs	59	37	22	5	4	104	231	1.88	
6. Availability of quality (e.g. living wage) job opportunities	49	53	47	18	7	58	232	2.32	
7. Availability of info / training for people starting new businesses	54	47	20	6	3	103	233	1.90	
8. Housing availability	16	38	83	50	13	34	234	3.03	
9. Housing affordability	17	41	98	44	15	20	235	3.00	
10. Appearance of residential neighborhoods	24	32	92	70	18	1	237	3.11	

Civic and community survey results

Part 3: Civic and Community	Highly Dissatisfied				Highly Satisfied		N/A	Total	Rating Average
	1	2	3	4	5	N/A	Of 238	Out of 5.0	
1. Efforts by city leaders to welcome and value citizen input	33	41	77	43	15	26	235	2.84	
2. Local government use of public resources	29	34	77	36	8	45	229	2.78	
3. Cooperation among local government agencies and community organizations	22	30	73	46	8	51	230	2.93	
4. Friendliness / neighborliness of residents	6	12	50	104	58	4	234	3.85	
5. Ability of community to resolve conflicts when they come up	17	29	80	53	6	45	230	3.01	
6. Welcome extended to new residents	22	31	65	45	21	43	227	3.07	
7. Direction community has been moving in the last few years	20	35	76	58	11	20	220	3.02	

Up to three businesses respondent would support

bakery	tanning salon	grocery store	restaurants	urgent care	Winco	gas station	bookstore	sporting goods store
auto parts store	farmers market	restaurants	mexican restaurant	Walmart	clothing	variety store	pool	fitness center and gym
restaurants	restaurants	restaurants	lumber yard	restaurants	grocery store	clothing	clothing	grocery store and produce
Urgent Care	restaurants	Sips	grocery store	tanning salon	coffee shop	athletic center	beer bar	Hardware Store in the City Limits
Walmart	restaurants	clinic	In and Out Burger	grocery store	Target or Kohls	garden center	bakery	candy - soda fountain type store
gym	coffee shops	grocery store	more food choices	grocery store	Natural Grocers	farmers market	daycare	craft and sewing supplies
pool	grocery store	lodging	grocery store	arcade	recreation center	Carls Junior	Restaurant	farmers market for local farmers
grocery store	Hospital	restaurants	fabric store	gym	Pizza Hut	Yoga	decent theatre stage	bigger nicer grocery store
Lowes	grocery store	grocery store	restaurants	cafe	Good laundrymat	drive in movie theater	Coffee shop	dry goods like Arnolds used to be
fast food	Restaurants	grocery store	gym	sporting goods	Red Lobster	restaurants	swimming pool	crafts/quilting stores
restaurants	Taco Bell	REAL burger place	grocery store	yard and garden	bookstore	Kmart, Target, Shopko	'Whole Foods	indoor play area for kids
movies in the park	coffee shops	restaurants	variety store	rec center	library	car wash	car wash	fast food with breakfast menu
In and Out Burger	small engine repair	grocery store	Whole foods	Family Restaurant	recreation center	grocery store	burger joint	park on the south side of town
better grocery store	fast food	Real Deals	restaurants	family restaurant	Farmers Bank	gym	fitness center	shops that sell small items
fast food	gym/yoga classes	laundromat	farmers market	coffee shop	investment firm	ice cream/frozen yogurt	community center	kids entertainment center
grocery	Olive Garden	restaurants	Olive Garden	rec center	Target	restaurants	home improvement	mower/appliance repair
outlet mall	Chinese restaurant	LIBRARY	hardware store	espresso stand	restaurants	Dutch Bros	grocery	fruits and veggie stand
gym	Valley co-op	restaurants	restaurants	grocery store	variety store	health food store	drug store	recreation center and pool
sporting goods store	Subway	Winco	bookstore	healthier fast food	Walmart	good restaurant	gift store	produce stand for local goods
restaurants	grocery store	restaurants	greenhouse	new diner	fast food	recreation	Walgreens	bigger grocery store
restaurants	mental health clinic	health and exercise	daycare	bowling alley	health food store	grocery store	grocery store	recreation center and pool
pool	restaurants	Dollar Store	gym	yogo studio	restaurants	Costco	grocery	swimming pool
restaurants	restaurants	country dance hall	fast food	movie theater	coffee shop	family bowling	swimming pool	Kings Variety store
gym	restaurants	grocery store	tire shop	Subway	gym/YMCA	Merry Maids business	Red Lobster	mexican restaurant
community rec center	Natural Grocers	dry cleaners	auto parts store	swimming pool	Maverik	Valley Country Store	tanning salon	recreation center and pool
New Grocery Store	gym	restaurants	restaurants	yarn shop	99 cents store	fast food	recreation center	inexpensive movie theater
Restaurants	grocery store	grocery store	grocery store	clothing	walk-in health clinic	swimming pool	indoor playground	swimming pool and gym
Rec Center	restaurants	restaurants	restaurants	dry cleaner	fast food	burger joint	more home decor	gluten free restaurant
New grocery store	bakery/donut shop	restaurants	fitness center	Dutch Bros	Valley Country Store	coffee shop	Texas Roadhouse	healthy food restaurant
Dominos	Winco	Chinese restaurant	Clothing store	fabric store	coffee shop	quality variety store	alternative medicine	better hardware store
farmers market	restaurants	grocery store	Gym to work out in	grocery store	bakery	pizza chain	coffee shops	High base tax companies
gym	Java juice	grocery store	gym	gym	grocery store	coffe shop	Subway, Little Ceasers	swimming pool and gym
gym	restaurants	restaurants	athletic center	beauty shop	Panara	fuel station	crafts/quilting stores	recreation center with a pool
restaurants	Carls Jr.	grocery store	fabric store	dry cleaners	shoe store	convention center	fast food	more mom and pop shops
Anytime Fitness	department store	Valley co-op	Sonic	drug store	grocery store	Newer grocery store	craft store	bigger nicer grocery store
grocery store	restaurants	daycare	Papa Murphy	bakery	Another Grocery Store	Another Grocery Store	Walgreens	recreation center and pool
nicer restaurants	hardware store	self dog wash	farmers market	KFC	sit down country cafe	bowling alley	update grocery	recreation center and pool
bar food	fabric store	grocery store	mexican restaurant	thrift store	coffee shop	breakfast restaurant	community pool	city swimming pool/aquatics center
Subway	shopping	Zumba	clothing	thrift store	doctor's office	clothing store	movie theater	night time entertainment that is not a bar
florist	florist	mechanic	sports bar	variety store	metel	Dominos or Papa Murphy	sporting goods store	Community Pool/fitness or country club
grocery store	grocery store	restaurants	Target or Kohls	fast food	restaurants	indoor playground	recreation center	with swimming pool
new Ridleys	Farm/franch store	coffee shops	Starbucks	Cracker Barrel	grocery store	bakery/deli	swimming pool	significantly remodeled Ridley's grocery
gym	grocery store	miniature golf	dry cleaner	grocery store	grocery store	good mexican restaurant	breakfas restaurant	store (tear it down and build new)
senior gym	grocery store	swimming pool	McDonalds	gym	lumber store	quality restaurant	gardening store	Tennis courts/country club/fitness club
restaurants	lodging	auto parts store	Hobby Lobby	children activities	bowling alley	bowling alley	sporting goods store	Businesses to draw outside people

Appendix D: Review Itinerary

Master Schedule

Tuesday, April 18

2:45 pm	Home and visiting teams arrive	City Hall
3:00 – 4:00 pm	Bus tour of Kimberly at depart from	City Hall
4:00 – 5:00 pm	Home team listening session	City Hall
5:00 – 6:00 pm	Dinner	City Hall
7:00 – 9:00 pm	Community Town Hall Meeting	City Hall

Wednesday, April 19

9:00 – 11:00 am	Economic Development Issues, Assets, and Opportunities	City Hall
11:00 – 12:00 pm	Flex time	
12:00 – 1:00 pm	Lunch (visiting team only)	City Hall brk rm
1:00 – 3:00 pm	Land Use Planning Issues, Assets, and Opportunities	City Hall
3:00 – 5:00 pm	Community Design and Identity: Issues, Assets, and Opportunities	
5:00 – 6:30 pm	Dinner	Senior Center
5:30 – 6:30 pm	Business owners listening session*	City hall
6:45 – 7:45 pm	Hispanic residents listening session*	HS library
6:30 – 7:30 pm	Visiting team meeting	City hall

*Visiting and home team members do not attend these listening sessions.

Thursday, April

9:00 - 12:00 pm	Visiting team meets to develop focus area and listening session presentations	City Hall
12:00 - 1:00 pm	Lunch	City Hall
1:00 – 3:30 pm	Visiting team develops focus area and listening session presentations (cont.)	City Hall
3:30 – 5:00 pm	Downtime for visiting team	
5:00 – 6:30 pm	Dinner	Senior Center
7:00 – 9:00 pm	Community meeting featuring visiting team presentation, Q & A, and discussion of next steps	City Hall

Appendix E: Cumulative Value of Kimberly Community Review

This table created by Idaho Rural Partnership, 11/15/17									
Amount	Expense or in-kind contribution								
\$17,040.00	Direct expenses covered by Idaho Rural Partnership funding partners								
\$3,100.00	Direct expenses covered by City of Kimberly, local employers, and community organizations (cash)								
\$25,190.26	In-kind contributions (time, travel, lodging) provided by visiting team members								
\$1,368.36	Cost or value of food, bus transportation, and paid advertising								
\$46,698.62	Total, direct expenses + In-kind contributions								

Appendix F: Typical Outline for a Park and Recreation Master Plan

Elements typically found in parks and recreation master plan include:

1. DESCRIPTION OF THE PLANNING AREA

Includes physical and demographic information and trends. It is sometimes helpful to describe distinct neighborhoods.

2. CITIZEN INVOLVEMENT

Summarizes the results of community survey(s) related to parks and recreation and/or other efforts to solicit input and ideas from residents.

3. INVENTORY OF EXISTING RESOURCES

Includes a quantitative and qualitative assessment of physical amenities such as athletic fields as well as status of current programs.

4. ANALYSIS OF NEED AND DEMAND

“Need” is determined by comparing the community’s existing facilities and programs to per capita national standards. “Demand” takes local recreational preferences into account (identified through demographics and citizen involvement).

5. GOALS AND POLICIES

Goals and policies often address capital improvements, program development, maintenance, funding, and administration/implementation.

6. ACTION PLAN AND CAPITAL IMPROVEMENT PROGRAM

Outlines what will be done, by whom, where, and when to achieve the goals and policies of the plan. The CIP typically includes cost estimates and proposed funding sources.