



Preston Community Review

March 3-5, 2015

Economic Development
Roads and Infrastructure
Tourism, Heritage, and Recreation

Report printing courtesy of Idaho Transportation Department

Preston

Community Review Report

March 3-5, 2015

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.

For more information call 208-332-1730 or visit www.irp.idaho.gov.



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Special thanks to Home Team Coordinators Sandra Hubbard with the City of Preston and Tyler Olson with the Greater Preston Business Association. We also appreciate the time and efforts of Home Team focus area leaders Bailey Beckstead (Economic Development), Troy Moser (Roads and Infrastructure), and Necia Seamons (Tourism, Heritage, and Recreation) and Laura Sant (Listening Session Coordination).

Finally, the visiting team thanks the organizations, businesses, and individuals below for their contributions of support, time, and information to this project.

Franklin County Extension
Franklin County Fairgrounds
Franklin County Senior Citizens Center
Preston School District
Grace Fellowship Church
Franklin County Theater Arts Council
Preston Citizen
The Herald Journal
Nuts for You

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PART I EXECUTIVE SUMMARY

The Idaho Rural Partnership received a community review application from the City of Preston in April 2014. This application is found in Appendix A. Planning for the Preston Community Review formally began in January 2015 and the Review itself was conducted March 3-5, 2015.

The Preston Community Review concentrated on the three focus areas selected by community and economic development leaders: (1) Economic Development, (2) Roads and Infrastructure, and (3) Tourism, Heritage, and Recreation. As described in this report, the communities requested that specific topics be included within each focus area. In addition to a series of meetings and site visits related to these focus areas, the Community Review also included a survey mailed to all Preston households, two town hall community meetings, and a series of community listening sessions with selected stakeholder groups. Summaries of the community listening sessions and the opportunities for each focus area identified by the visiting team are found below.

Summary of Community Comments and Concerns

The following comments and concerns were raised frequently by residents and leaders of Preston and other Franklin County communities in various meetings and conversations that took place during the Community Review.

- Residents are concerned that future growth could have an adverse effect on the community's high quality of life and small town character that they value. Most people are not strongly opposed to growth, per se, but they do want it to happen in a thoughtful way that respects and enhances what they love about Preston.
- There is broad recognition that a significant number of people in the Preston area depend on and commute to jobs located in Logan. That said, they do not want to see Preston become a residential bedroom community. They want to see Preston's existing businesses growth and they want to see new businesses so that more residents have the option of living *and working* in Preston.
- Particularly among businesses, we heard a strong desire for the City and other governmental entities to take a more positive, collaborative, and transparent attitude toward land development and business expansion. We also heard a clear recognition among all parties involved that the City must administer its adopted planning, zoning, and other policies and that the City must take into account a diverse set of community interests.



- Residents expressed much appreciation for the outdoor recreation opportunities available in the area and recognized that these resources can and do draw a significant number of visitors to the area. The Visiting Team also noted strong interest in the development of park and recreation opportunities and restoration of historic sites and structures in the community (following the example of the Worm Creek Opera Theater and ongoing restoration and re-use of the Oneida Stake Academy). Support for a splash pad or park was, in particular, significantly high.
- Interest in improvements that would make walking and biking in Preston’s commercial and residential areas more safe and enjoyable was notably high.
- The community places a high value on its numerous annual events. They are justifiably proud of them and recognize their importance in both cultural and economic terms. The Festival of Lights and That Famous Preston Night Rodeo were the two most often mentioned events.
- Both elected officials and residents expressed their belief that communication and cooperation between governmental entities in the region needs to improve. We frequently heard that intergovernmental relations are not great, but are “better than they used to be.”

Summary of Community Listening Sessions

Community listening sessions were held with the home team and six other stakeholder groups. These focus group-like sessions are described in detail beginning on page 19. In summary, many residents of the Lost Rivers Valley told us they do NOT want a future that includes (in no particular order):

- Loss of businesses, stagnation, or lack of diversity in ownership & leadership
- Increased crime, violence, or drug use
- Apathy, disengagement, or a lack of unity
- Resistance to change
- Too much growth, loss of small town feel or identity & loss of farmland
- Present, but less prominent:
 - Lack of options for youth (to make positive choices)
 - Discrimination
 - Outmigration of population or work force
 - Loss of beauty (pollution, littering)

In contrast, when asked what they do want to see in the future, listening session participants gave us these responses most often (in no particular order):

- Thoughtful growth, stronger tax base, more businesses, jobs
- Activities for residents of all ages, but especially youth
- More collaboration, cooperation, coordination and communication
- Respect for diversity and increased equality
- Pedestrian and bike trails
- Present, but less prominent:

- Better roads and sidewalks
- Increased community involvement and investment

Summary of Opportunity Areas Identified by the Visiting Team

The visiting team identified the following opportunity areas within each of the three selected focus areas. Specific recommendations under each opportunity area are found in Part IV of this report.

Economic Development

Opportunity Area 1: Collectively agree on your desire future (i.e., community vision) and align your development-related policies and public improvements accordingly

Opportunity Area 2: Become a more business-friendly community

Opportunity Area 3: Continue to make progress on downtown revitalization

Opportunity Area 4: Attract new businesses to Preston and Franklin County

Roads and Infrastructure

Opportunity Area 1: Clarify infrastructure capacities and capital improvement needs

Opportunity Area 2: Align infrastructure projects and policies with your community vision and goals related to future growth

Opportunity Area 3: Improve transportation infrastructure, with emphasis on: (1) improving streets in existing unimproved rights-of-way, and (2) increasing opportunities for safe and enjoyable walking and biking

Opportunity Area 4: Continue to invest in education, health care, and broadband Infrastructure

Tourism, Heritage, and Recreation

Opportunity Area 1: Use effective marketing to attract visitors and potential residents.

Opportunity Area 2: Preserve and interpret historically and culturally significant sites and structures

Opportunity Area 3: Continue to develop Preston's community events

Opportunity Area 4: Invest in park and recreation facilities and programs.

A Fourth Focus Area

If the Preston Community Review included a fourth focus area, the Visiting Team suggests it would be “Community, Collaboration, and Communication”. The following topics under this fourth focus area came up repeatedly during the Community Review. Related observations, recommendations, and resources are offered in Part V of this report.

- Encouraging greater understanding and appreciation between different cultural groups in the community.
- Community involvement and consensus building
- Improving communication between the City and its residents
- Improving coordination and collaboration between government entities

About Change

The visiting team ends this executive summary with some comments about change. We believe that change is one thing Preston — and in fact all communities — can count on. Given your location in the region and your high quality of life, the community is poised to grow and change whether you guide it or not. New people will move into the community. Others will move away. Businesses will come and go. No community stands still, frozen in time.



We ask the residents and leaders of Preston and Franklin County: would you rather you're your chances with the kind of change that is more likely to happen if you just stand aside or the kind that will more likely happen if you agree on the kind of change you prefer and then work to create that future? Put another way, does the community want to have some influence over your own destiny? Such questions are at the heart of community and economic development.

During the Community Review, the Visiting Team was made aware of your deep history of doing things on your own. That fierce independence and self-sufficiency connected to your agricultural heritage is still present today. Use it to your advantage, while being open to new partnerships, and you'll be fine.

After the Community Review

Many Idaho communities are successfully using the momentum and ideas generated by community reviews to make considerable progress in the areas of organizational development, multi-stakeholder collaboration, public policy reform, and grant funding for programs and capital improvements. In the area of fundraising, in particular, they are finding it beneficial to refer to the third-party validation found in the pages of this report in requests for funding. They have also found that community reviews inspire residents to become more involved as volunteers for nonprofit organizations and city governance.

As described by the Community Coaching for Grassroots Action brochure found in Appendix L, low-cost post-review follow-up assistance is available through the University of Idaho Extension and/or other partner organizations.

PART II BACKGROUND & OVERVIEW

Description of the Idaho Community Review Program

The Idaho Community Review Program provides observations, recommendations, and available resources to Idaho communities with populations less than 10,000. Idaho communities participate in the program to understand how they might better approach long-standing and emerging issues and opportunities related to community and economic development.

For information about the Idaho Rural Partnership and Idaho Community Review program, go to <http://www.irp.idaho.gov/>. We also encourage community leaders and residents to “Like” us on Facebook at www.facebook.com/IdahoCommunityReview.

Community leaders initiate a review by assembling a “Home Team” and selecting three subject areas they would like to be the focus of the review. These “focus areas” become the basis for the creation of the “Visiting Team”, a group of 14-18 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. Appendix C contains biographies and contact information for the Preston Community Review Visiting Team. The review process also includes community listening sessions, which are open-ended, focus group-like discussions with key stakeholder groups.

The Visiting Team spent three days in Preston to learn about issues and opportunities through tours, meetings, listening sessions, and interviews. Community leaders and residents from Franklin County and the surrounding communities also participated. The review concluded on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources identified by the Visiting Team.



The program cannot instantly resolve all issues, but the 34 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have subsequently used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

Coordinated by the Idaho Rural Partnership, the Preston Community Review was a collaborative project of IRP member organizations and agencies, the City of Preston, Greater Preston Business Association, Region IV Development Association, Inc., and USDA Rural

Development. Additional local funding partners and other supporting agencies and organizations are identified in the front of this report.

Purpose, Use, and Format of this Report

This report is presented to the residents and leaders of Preston and Franklin County. The Visiting Team hopes it will initiate and focus community dialogue, follow-up action planning, and project development. We will also consider this report successful if it results in increased citizen participation and more effective coordination and collaboration within and between government entities and private sector stakeholders.

Part III of this report contains a summary of the community listening sessions. Part IV identifies the community comments and concerns, opportunity areas, recommendations, and resources for each of the three focus areas selected by the community, as described below.

Community Comments and Concerns

The Visiting Team uses this section to reflect what we heard from community residents and leaders in the context of each focus area. We often find people will express ideas and perceptions to us, as neutral outsiders, that they may be less inclined to share directly with local community leaders.

Opportunity Areas

Opportunity areas are the three or four areas identified for special attention by the Visiting Team. These opportunities are developed for each focus area using all community input gathered before and during the review.

Recommendations

Each opportunity area includes multiple recommendations or strategies offered by the Visiting Team. Some recommendations involve supporting, improving, or redirecting objectives the community is already pursuing. Other recommendations suggest completely new initiatives.

This report intentionally does not prioritize the Visiting Team's opportunity areas and recommendations. The Visiting Team strongly believes this is more appropriately done by the community as follow-up to the review.

Resources

We list resources in hopes they will help the community pursue the recommendations. Resources include potential funding, sources of technical assistance, publications, and successful examples from other communities.

A Fourth Focus Area

In Part V, the Visiting Team offers additional opportunities, recommendations, and resources under a fourth focus area: Community, Collaboration, and Communication.

Pre-Review Planning and Training

The City of Preston submitted a community review applications to the Idaho Rural Partnership in April 2014. This application is found in Appendix A. In December 2014, the IRP Community Review Ad-hoc Planning Committee and Home Team leaders began weekly conference calls to prepare for the community review. Clarifying the community review focus areas and developing a pre-review community survey of Preston households were at the top of the group's list of priorities.

The Preston Community Review addressed three focus areas. As described under *Community Expectations and Identification of Focus Areas*, these focus areas included:

- Economic Development
- Roads and Infrastructure
- Tourism, Heritage, and Recreation

Visiting Team members also conducted a series of interviews with specific stakeholder groups. These "community listening sessions" are described beginning on page 21.

Home Team Training

On Thursday, February 12, 2014, available Visiting and Home Team members met at Preston City Hall for a two-hour training and orientation session. Earlier that day, Home Team representatives Erik Kingston and Jon Barrett conducted a listening session with two classes of approximately 20 students each at Preston High School. The following morning, Erik and Jon conducted a listening session with current and former elected officials from the area.

Approximately 20 people attended the training/orientation session. It allowed participating members of the Home Team to understand the purpose of the community review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

Monetary Value and Costs Paid by the City of Preston

The in-kind value of the Preston Community Review exceeded \$50,000. Imagine the cost of hiring 15 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for three 14-hour workdays. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, and businesses and are supplemented with private sector donations. We encourage the community to take advantage of opportunities to use the dollar value of the community review as in-kind match when submitting future funding requests.

Recent Community and Economic Development Efforts

Preston community leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts. These efforts consist of capital improvement projects, organizational development efforts, and initiatives related to planning or policy. These accomplishments, in part, have helped facilitate the creation and/or expansion of several businesses in the recent past. These accomplishments are described in both community review applications and were discussed during the review itself. The following summary is not intended to be all-inclusive.

Recent and Ongoing Capital Projects

- Relocation and restoration of Oneida Stake Academy (in progress)
- Expansion of Franklin County Medical Center
- New Franklin County Alternative High School
- Restoration of Worm Creek Opera House
- New downtown parking near Preston City Park

Planning, Policy, Design, and Organizational Development Initiatives

- Formation of Greater Preston Business Association
- Creation of ‘Shop Local First’ campaign
- Several street improvement projects, including 8th West, State Street/Highway 91, Oneida Street.
- Passed levy to fund Preston Library improvements
- Initiated review and update of planning and zoning policies.

Community Expectations and Identification of Focus Areas

As described previously, community reviews concentrate on three subject or “focus” areas identified by the Home Team. The focus areas are identified and described on the community review application submitted by the City of Preston. They were also discussed in-depth between Visiting and Home Team leaders in the months and weeks leading up to the review. This information was used to create the review’s detailed agenda. See the “Community Comments and Concerns” section for each focus area in Part IV of this report for a summary of what we heard from leaders and residents during the community review.

Economic Development

Broadly defined as the development of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews.

In general, Home Team leaders expressed hope that the community review would help “unify the community and act to improve downtown, draw visitors to the area, and attract new industry.”

Home Team leaders asked the Visiting Team to respond to the following economic development-related issues and opportunities identified prior to the community review. They are also described in Preston's community review application (Appendix A).

- Identify policy changes that would make the community more entrepreneur- and business-friendly. Identify incentives to attract new businesses. What do existing businesses need in order to expand?
- Identify potential new businesses that can add value to existing supply chains.
- What are the current and future economic development implications of the Preston area's close ties to Logan and the Cache Valley?
- What can the community do to continue the revitalization of downtown?
- How do we get residents to keep their dollars in the community? Why don't people shop local more often?
- Assess current planning, zoning, and other policies for consistency with the 2003 comprehensive plan. Have the community's values changed since the comprehensive plan was last updated? Is it time for an update?
- Identify incentives to attract new employers.
- Identify opportunities to expand the industrial park or development of second industrial park.
- How can Preston best involve young people in community and economic development efforts?
- How do our efforts to promote our community and businesses compare to other communities?
- What kinds of new jobs, development, and businesses do people want?
- Is the community running out of room for infill development?
- How can we accommodate growth while conserving our natural resources and scenery?



Roads and Infrastructure

Preston Home Team leaders asked the Visiting Team to look at several issues and opportunities related to infrastructure. As indicated by the list below, many of them are related to transportation. The Home Team identified the following specific infrastructure-related issues for consideration during the community review.

- Reconcile different needs and priorities regarding access control and land uses along the State Street/Highway 91 corridor.
- Review and provide policy recommendations regarding the improvement and maintenance costs of city streets and county roads necessitated by new development.
- What should the community do to ensure public service and infrastructure levels of service are maintained at current levels as future growth occurs?

- What can the community do to increase the economic uses of the Preston airport? For example, should the airport be expanded to accommodate larger aircraft?
- Recommendations re: Oneida Street improvements
- What electrical service upgrades are needed to support the Festival of Lights and how can they be accomplished?
- What are Preston's options to increase fiber optic/broadband capacity?
- To what extent is parking an issue in the downtown area? What can be done to address the situation?

Tourism, Heritage, and Recreation

In its community review application, the City of Preston asked the Visiting Team to offer recommendations to help connect job creation and economic development goals to community branding, and the area's natural and cultural heritage. This focus area also included discussion about the assets and attractions that—in the minds of residents—make Preston and Franklin County a great place to live or visit.



Examples of significant events and facilities visited and/or discussed during the community review included:

- That Famous Preston Night Rodeo
- Worm Creek Opera House
- Napoleon Dynamite
- Oneida Stake Academy
- Proposed Bear River National Heritage Area
- Bear River Massacre and annual commemoration
- Hot Springs at Riverside Resort and Maple Grove

In addition, the Visiting Team was asked to evaluate park and recreation needs and assess opportunities to develop a new city park.

The Visiting Team was also asked to look at and respond to the risk of losing boating opportunities on several reservoirs due to concerns about invasive aquatic species.

Pre-Review Community Survey

The community review process includes conducting a community survey in the weeks leading up to the review. This survey allowed residents of Preston to share their opinions and ideas regardless of whether or not they had direct contact with the Visiting Team during the review. An on-line version of the survey was also made available to residents of outlying communities and unincorporated Franklin County. The information provided by the paper and on-line surveys

gave the Visiting Team information to compare with comments gathered through public meetings and face-to-face conversations conducted during the community review.

Survey questions were developed in January 2015. Survey topics included the following:

- Infrastructure and services
- Employment and economic development
- Available housing, goods, and services
- Community events and facilities
- Public involvement and information

While the survey was anonymous, it also included some demographic questions for statistical purposes.

Franklin County provided an initial list of Preston addresses. Commercial, public, and vacant properties were removed from the list, resulting in a list of 2,230 residential addresses. This list was used to create a random sample of 800 Preston households that received a survey in the mail in early February 2015. The 215 completed surveys received at the Idaho Rural Partnership offices were recorded using Google Forms. The 27% response rate is above average compared to surveys conducted as part of previous community reviews around the state. The mailed survey form and a summary of survey results are included as Appendix B.

Information about the on-line version of the survey was provided in the *Preston Citizen*. Place of residence was one of the biggest differences between the group of people who completed a paper survey and the second group of people who completed the survey on-line. Nearly all people who completed the paper survey (98%) are Preston residents. In contrast, only 56% of people who completed the survey on-line live in Preston. The other people completing the survey on-line live in Weston, Franklin, and unincorporated Franklin County. As described below, age was the other characteristic in which there was variation between the people who completed the survey by mail and on-line.

Except where noted, the summary of survey results below generally combines the results of the paper and on-line versions of the survey. The summary also notes where there are significant differences between the two groups of survey respondents.

Summary of Survey Results

Demographically, slightly more than one-half of survey respondents (52%) were female. A larger percentage (66%) has lived in Franklin County for more than 20 years. People responding to the mailed survey tended to reflect Preston's older residents, with 62% being over 55 years old. Only 9% of respondents completed the mailed survey were less than 36 years of age. This contrasts sharply with residents who completed the survey on-line, where 29% of respondents were less than 36 years old and only 26% were older than 55. In terms of ethnicity, nearly all survey respondents were non-Hispanic and identified English as the primary language spoken at home. When looking at the results of the paper and on-line versions of the survey combined, only two people identified themselves as being Hispanic. According to information provided by the Idaho Department of Labor, 6.36% of Preston's population is Hispanic.

Infrastructure and Public Services

Survey respondents from primarily Preston but also from surrounding communities expressed the highest and lowest degree of satisfaction with the following types of infrastructure and public services (in no particular order):

Highest Satisfaction

- Local law enforcement*
- Fire department
- Sewer and water services
- Quality of library
- General & emergency health care
- Quality of parks
- County fairgrounds

Lowest Satisfaction

- Availability of sidewalks
- Bicycle and pedestrian access
- Local arts, cultural, & entertainment opportunities**
- Availability of high-speed Internet service**

*Satisfaction with the local law enforcement was slightly higher among people who completed the paper survey, relative to the people who completed the survey on-line.

**People who completed the survey on-line were more likely to indicate a lower level of satisfaction with the availability of local arts, cultural, and entertainment opportunities. Likewise, they were more likely to express dissatisfaction with the availability of high-speed Internet service.

One of the most distinct areas of difference between the paper and on-line survey respondents was in the area of K-12 education. People who completed the survey on-line expressed a greater degree of dissatisfaction with the quality of K-12 education, compared to the people who completed a paper survey.

Economic Development and Local Businesses

The survey asked residents of Preston to indicate their level of satisfaction with several topics related to economic development and available goods and services. Of these topics, survey respondents revealed highest and lowest levels of satisfaction with the following:

Highest Satisfaction

- Appearance of downtown
- Appearance of public buildings
- Level of business involvement in the community
- Variety of goods available in stores
- Housing availability, quality, and affordability

Lowest Satisfaction

- Availability of local jobs
- Quality of local jobs
- Variety of local businesses
- Availability of job training programs
- City planning and zoning policies
- Availability of information and training for people starting new businesses

When asked to indicate the importance of providing or improving various types of businesses and services, survey respondents revealed the following were *most* important.

- Social services such as domestic violence shelter and other emergency services
- Franklin County Courthouse
- Youth services and facilities
- Better access to health care specialists
- Retail stores
- Manufacturing or light industrial jobs
- Preston Night Rodeo
- Availability of fresh fruits and vegetables
- Visitor information and services
- Entertainment and recreation*

*Residents who completed the survey on-line (who tended to be younger) were more likely to place greater priority on improving/increasing entertainment and recreation options.

Another survey question asked residents to identify factors that prevent them from supporting locally owned businesses more often. The two most frequently identified factors were: (1) services and products I need are not available in Preston and, (2) Cost. Parking (i.e. a lack of parking) was *not* identified as a significant factor by respondents in either version of the survey.

Community Involvement, Information, and Leadership

The survey asked residents to indicate how strongly they agreed or disagreed with a series of statements related to community involvement, information, and leadership. A large percentage of survey respondents chose the “neutral” option when asked if they are satisfied with the City of Preston and Franklin County websites, suggesting they have minimal direct experience of the sites. They indicated strong interest in being better informed about community issues and projects. Survey respondents were sharply divided in their response to the following two statements, meaning the number of people indicating agreement was comparable to the number of people expressing disagreement.

- I am satisfied with the quantity and quality of information provided by the City of Preston.*
- I generally trust city council to make decisions for the community.*

*People completing the on-line survey were more likely to express stronger disagreement with these statements. They also expressed less satisfaction with opportunities to be involved in decisions affecting the community.

When asked to identify factors that prevent them from being more involved in their community, residents of Preston indicated the following most often:

- Nothing. I am happy with my level of involvement.
- Lack of time.
- I am not asked to become involved.

- I don't know how to become more involved.*

*People who completed the survey on-line chose this answer more frequently than people who received the survey in the mail.)

Reason to live in and visit Preston

The survey ended with two questions requested by the Home Team:

What are the 2-3 best reasons someone would want to move to Preston?

The most frequently given responses for this question were as follows:

- Sense of community
- Small town character
- Friendly and family-friendly
- Safe
- Quiet
- Affordability

What are the 2-3 best reasons someone would want to visit Preston?

Here are the most answers given most often for this question:

- The Rodeo
- Festival of Lights
- Camping, fishing, swimming, and other types of outdoor recreation
- Beautiful, scenic landscape and natural resources (e.g. Bear River, reservoirs)
- Good place to bring families

Key Participating Individuals

The success of the Preston Community Review is due to the efforts of many people. The Visiting Team wishes to thank all members of the Home Team for their time and contributions. These individuals are named by focus area at the beginning of this report. Also, the review would not have been successful without the active participation of many community residents who chose to spend time attending one or both community meetings and/or talking with various Visiting Team members during the review.

Home Team Leadership

Several people did an outstanding job leading the Home Team. Tyler Olsen, representing the Greater Preston Business Association, and Preston City Council member Sandra Hubbard served as coordinators for the Home Team. They facilitated the process of recruiting individuals to the team and ensured invited the participation and support of numerous community organizations and businesses. Laura Sant with Franklin County Extension also played an important role by coordinating the listening sessions and making the Franklin County Extension building available for the Visiting Team's use throughout the review. Focus area leaders for the

Home Team included: Bailey Beckstead (economic development), Troy Moser (Roads and Infrastructure), and Necia Seamons (Tourism, Heritage, and Recreation).

The individuals named above facilitated communication with the Home Team, coordinated local logistics, invited organizations and individuals to participate in the review, and served as the primary contacts for Visiting Team leaders.

Visiting Team Leadership

The Visiting Team was comprised of 15 community and economic development professionals who were recruited based on their experience and expertise in the three selected focus areas. They came from local, state, regional, and federal agencies, universities, nonprofit organizations, and private businesses. Contact and biographical information for all Visiting Team members is included in this report as Appendix C. The following people served as Visiting Team focus area and listening session leaders:

Visiting Team Focus Area Leaders

Dale Lish, USDA Rural Development	Economic Development
Lori Porreca, Federal Highway Administration	Road & Infrastructure
Erik Kingston, Idaho Housing & Finance Assoc.	Tourism, Heritage, & Recreation
Lorie Higgins, University of Idaho Extension	Listening Sessions
Rayna Sage, Washington State University	Listening Sessions



Visiting Team Members, left to right: Jeff Patlovich, Lorie Higgins, Lori Porreca, Mark Lowe, Lisa Duskin-Geode, Erik Kingston, Jon Barrett, Rayna Sage, Dale Lish, Chris Peirsol, John Meyers, Renee Magee, Dan Cravens, Tim Solomon. Not pictured: Jerry Miller.

Jon Barrett of Clearstory Studios served as Visiting Team coordinator and report writer. Key leadership and support was provided by Idaho Rural Partnership staff Mike Field, Executive Director, and Vickie Winkel, Administrative Assistant.

Known as the Ad-Hoc Committee, the following individuals began meeting with Home Team leaders in July 2014 to coordinate review planning and recruit people to the Visiting Team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

Visiting Team Ad-Hoc Planning Committee

Jon Barrett	Clearstory Studios
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lori Porreca	Federal Highway Administration
Jerry Miller	Idaho Department of Commerce
Dale Lish	USDA Rural Development
Lorie Higgins	University of Idaho Extension

Review Itinerary

The Home Team and the above named Visiting Team focus area leaders jointly developed the overall master schedule, listening session schedule, and detailed itinerary for each focus area. This information is attached as Appendix D.

The review officially began at 2:00 pm, Tuesday, March 3 with a bus tour of Preston and surrounding area. It was immediately followed by a listening session with the Home Team at the Franklin County Extension building. The evening ended with dinner, followed by a town hall meeting at the Robinson Building located at the Franklin County Fairgrounds. This meeting used a rotating small group format to provide interested residents and leaders an opportunity to express their ideas and opinions and respond to questions from the Visiting Team within each of the three focus areas.

Wednesday, March 4 began with breakfast at the Preston Senior Center. Following breakfast, the Visiting Team split up to conduct listening sessions and participate in a series of meetings and sites visits related to each of the three focus areas.

Highlights of the Wednesday itinerary for each focus area are summarized below.

Economic Development

- Walking tour of Main Street, visiting individual businesses
- Join Infrastructure focus area to meet with planning and zoning commissioners from Preston, Franklin County, and surrounding communities

- Meeting with local business owners and influential leaders of community
- Meeting with city council members and other elected officials

Roads and Infrastructure

- Small group meetings with the following stakeholders:
 - Irrigation companies
 - Internet service
 - Landfill
 - Hospital
 - Schools
 - Transit
 - Law enforcement/EMS
 - Planning and zoning
- Field trip to visit and discuss:
 - Current and needed road improvement projects
 - Sewer and water treatment facilities
 - Highway and street access issues
 - Areas for future development
 - Recreation sites

Tourism, Heritage, and Recreation

- Presentations and discussion with representatives of community events and visitor-related services, including”
 - That Famous Preston Night Rodeo
 - Festival of Lights
 - Theater arts
 - Idaho Days
 - July 24th events
 - Big Boys and Their Toys
 - Fair/artists venues
 - Lodging and restaurants
 - Winter recreation
 - Summer recreation
 - Golf course
- Tour of historic, cultural, and recreational sites, including:
 - Bear River Massacre Sites, Dahle Fine Arts, Rodeo Grounds, Santa Anita Racetrack
 - Riverdale Resort, Bear River, Reservoir, Golf Course, Radio Station, Oneida Narrows
 - Franklin Village Historic Sites, Oneida Stake Academy, Benson Home, Cowley Home, Opera House
- Presentations on historical sites

- Debrief and discussion at Worm Creek Opera House. Topics included Papa Jay's, Gunderson's Sunrise Mfg., Christmas Tree Farm, Oxford and other beekeeping, quilting, wool production, barns, historic sites

As described in Part III on page 19, community listening sessions were conducted with selected stakeholder groups while the three focus areas followed the itineraries above. Wednesday, September 24 concluded with a delicious Dutch over dinner at The Pines Clubhouse.

Following breakfast at the Senior Center, the Visiting Team re-convened at the Franklin County Extension building the morning of Thursday, March 5 to compare notes, debrief, gather additional information, and prepare four presentations—one for the listening sessions and one for each of the three focus areas. These presentations were given at a community meeting following dinner on Thursday night at the Robinson Building.

Publicity and Public Participation

The Home Team made significant effort to make residents of Preston and other Franklin County communities aware of opportunities to participate in the community review. The cover letter included with the community survey in January 2015 announced the community review and encouraged participation. Coverage of the community review by the *Preston Citizen* before, during, and after the community review was excellent with the review being publicized in the paper numerous times. The *Herald Journal* in Logan also published an article about the



community review during the second week of March. For its part, KACH radio gave considerable airtime to promote the community review. Collectively, the Home Team's publicity efforts exceeded those associated with previous community reviews.

Attendance at the two large community meetings exceeded what is typically experienced as part of other community reviews.

Approximately 50 people attended the community

meeting on Tuesday, March 3 about there were almost 70 people in attendance at the final presentations on Thursday, March 5. These totals include members of the Home Team. In addition, business owners and other people we met in the community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks and in restaurants and other businesses. Most Home Team members participated throughout

the review. As noted in Part III of this report, participation in the community listening sessions was also very good.

The other side of the public participation coin is some of Preston's largest employers did not actively participate in the community review. The Visiting Team also noted that involvement in the review by Hispanic residents was minimal.

PART III 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 purpose is simple: we ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what we hear. The Preston Community Review included listening sessions with the following seven stakeholder groups:

- Home Team
- Former Elected Officials
- Preston High School students
- Franklin County High School
- Community Services (Faith leaders and medical)
- Hispanic Residents
- Senior Citizens

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 four 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:

Preston Community Review March 3 – 5, 2015

“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?

Listening session participants were clear about what they **don't** want to see in Preston and the surrounding area in coming years.

Everyone we spoke with had his or her own unique opinion; at the same time we detected several themes when residents described what they don't want to see in Preston's future:

- Loss of businesses, stagnation, or lack of diversity in ownership & leadership
- Increased crime, violence, or drug use
- Apathy, disengagement, or a lack of unity
- Resistance to change
- Too much growth, loss of small town feel or identity & loss of farmland
- Present, but less prominent:
 - Lack of options for youth (to make positive choices)
 - Discrimination
 - Outmigration of population or work force
 - Loss of beauty (pollution, littering)

Nearly every group said they didn't want a small group controlling a number of sectors in the community. There is a widespread perception that a small number of families own a majority of businesses and dominate operations of local government and schools and there is preferential treatment in hiring and biases in community and educational decision-making. One young person put it this way: "There needs to be a separation of church and state. Church leaders are also civic leaders and that is a problem in a community like this."

Since the Visiting Team didn't observe any of these patterns directly, we can't suggest how to change who owns businesses and such, but we can say even if this is perception not grounded in reality, the perception has the same effect as if it were true. How can this perception be addressed and if it is more than a perception, how can Preston institutions cultivate more diverse leadership?

Another theme that emerged out of responses to this question is Preston seems to be teetering on the verge of losing its "hub" status in the area in terms of businesses and population. With many having to drive to Utah to work and little to keep youth and young families gainfully employed in town, many feel there is a danger Preston will continue to lose businesses, schools, people and visitors from around the area.

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

Residents who participated in our listening sessions **clearly want** the future of Preston to include the following:

- Thoughtful growth, stronger tax base, more businesses, jobs
- Activities for residents of all ages, but especially youth
- More collaboration, cooperation, coordination and communication
- Respect for diversity and increased equality
- Pedestrian and bike trails
- Present, but less prominent:
 - Better roads and sidewalks
 - Increased community involvement and investment

A theme weaving through many of the items and changes desired by listening session participants has to do with diversity. There is a sense that a community and culture that embraces difference (such as ethnicity, religious background, earrings on boys and in noses, tattoos, hair color, style of dress and sexual orientation) fosters innovation. When an entrepreneur isn't afraid to try something new because it might contrast too much with what are perceived to be local norms, social/stylistic and economic innovations are more likely. Greater diversity among community leaders was seen as a way to build a more interesting, inclusive and engaged community culture. Another idea to foster inclusiveness was to have more notices in Spanish in the newspaper.



Preserving and building on abundant local natural amenities and recreational opportunities was another dominant theme. Many ideas for improving or preserving existing opportunities such as improving trails, limiting polluting industrial development, protecting existing access to public lands, bike path extension and keeping Bear River dam-free were mentioned.

A desire for educational equality and improvement was mentioned often. Residents would like to see Preston schools benefit from effective grant writing as Westside has and Hispanic residents in particular are concerned teachers aren't paying enough attention to the different

needs of students. One mother said her child was born in Preston and speaks English well, but was put in an ESL class. Another student who still struggles with learning English isn't getting any extra help at school. Participants felt these and other issues, such as being included in community decision-making, would improve if a Hispanic advocacy group were formed as a way to raise awareness and advocate for change.

More support and information regarding getting into college was also mentioned by Hispanic residents in particular. Dual credit for high school classes as well as orientation activities and materials were specific ideas for better encouraging college participation.

A wide range of in-town recreational and entertainment opportunities were shared:

- More sit-down restaurants (and no more pizza or fast food burger places)
- Splash pad and other water features (mentioned many times, probably because one is in the planning stages)
- Improved city park fields
- More support for electives in school
- Improved skate park
- Boys and Girls Club
- More fairs
- More sporting events
- Movies
- Mall
- Contests and games
- Derbies / rodeo
- More clubs
- Pool team
- Recreation center that's not in a church
- More recreation for older adults
- Bowling alley
- Funding for school sports and activities to keep the cost down for parents
- Indoor soccer facility

What challenges exist that could cause the future you DON'T want?

Participants mentioned several challenges that will have to be overcome in order to obtain the desired future:

- Fear of /Resistance to Change
- Concentrated Power
- Ineffective Government
- Intolerance
- Apathy
- All Things Flow South
 - \$
 - Jobs
 - Workforce

By far the most often mentioned challenge was the state of local government. Comments such as “conflicting agendas,” “zoning and permitting too hard for new businesses,” “no planning, no changes,” “good ‘ol boys club mentality,” “city functions very exclusive of minority ethnicities, minority religious groups and outsiders,” and so on, surfaced in each listening session. It appears at a minimum the city has an image problem that could be curbing initiatives such as new businesses and be one reason for the other most often mentioned challenge: apathy.



The concern about apathy was phrased in a number of other ways too: “perceptions that nothing can be done without a larger tax base,” “residents seem to not care or want to grow,” “lack of interest in keeping things moving forward,” and from a high school student, “getting everyone to help out and participate.” We heard a number of stories about how hard it is to recruit volunteers for community activities. As one person said, “everyone wants improvements and fun things to do, but many won’t volunteer or donate money for them.”

While everyone wishes local businesses would be more stable (many said they don’t want to see “more” businesses closing), there were just as many concerns about Preston residents bypassing local businesses to shop in Logan or other urban communities in the region. Visiting Team members went to the local grocery store and found the price of many of the staples

(vegetables and meat, for example), were actually competitively priced relative to where they live, giving merit to what one person's suggestion that lower prices in cities is a myth.

As it is in nearly every community we visit, fear or resistance to change was cited as a challenge often. At the same time, many had concerns growth and change could take farmland out of production, pollute the air and water, or bring increased drug use and crime.

Proximity to urban areas can present challenges to smaller municipalities. In the case of Logan, Utah, some Preston residents commute to work across the border or move there for work and as noted above, people also shop there for many needs. When residents of Utah journey north to recreate they aren't spending much money in the area either, suggesting the need for a community/regional marketing plan.

The issue of intolerance of differences surfaced among the challenges as it did in response to the "Want" and "Don't Want" questions. The concern about intolerance was framed in several ways across listening session groups. Youth who are "different" from most kids because of how they dress or the music they like or other interests feel they are looked on with disapproval at best and are bullied for it at worst. We also heard that Hispanic youth are bullied at school but there is apparently no concerted effort to address it by school officials. There were also many participants who believe preferential treatment is given to members of the dominant church in the community.

What assets exist that support the future you DO want?

Below is a partial list of the many assets identified by listening session participants, followed by a brief discussion of a few standouts in terms of how often they were mentioned and potential impact on the community.

Natural Amenities & Recreation Opportunities

- Lakes, streams, mountains, reservoirs, hot springs
- Hunting, fishing, biking, hiking, boating, ATV, snowmobile, camping, picnicking
- Golf Course
- Park

People

- Friendly
- Caring
- Strong Work Ethic
- Sense of Place

Historic Sites and Heritage

- Worm Creek Theatre
- Oneida Stake Academy
- Bear River Massacre Site
- Farmland / Open Space

- Napoleon Dynamite

Events

- Live theatre
- Rodeo (Famous Preston Night Rodeo!)
- Festival of Lights
- Fair
- Horse, BMX and Chariot Racing
- Community Celebrations

Organizations

- Hospital
- Schools
- Arts Council
- Churches
- Service Clubs
- Law Enforcement and Emergency Services
- Food Bank – Share a Meal
- University of Idaho Extension
- Greater Preston Business Association (along with strong anchor businesses)

There are so many assets in and around Preston, which makes it a great place to live. Even though there were strong feelings that opportunities and decision-making could be distributed more evenly, people love the small town, friendly, caring and safe feeling of the town. This seemingly contradictory challenge/asset pair suggests a positive outlook about overcoming inequities. There is a perception among some that some of the exclusion is unintentional and due more to a lack of linkages or social capital between groups in the community.

Second after the great people were the incredible natural amenities. There are such a variety of geologic features in the area. There is virtually something for everyone of every age to enjoy in the great outdoors. Discussion suggests these assets, along with Logan/northern Utah, a nearby source of potential visitors with expendable income (50,000 just in Logan), is part of the answer to economic growth in the future.

People also recognize the value of the heritage of the region and the efforts to preserve and build on it as well. Two notable examples are the Oneida Stake Academy and the Worm Creek Theatre. These valiant efforts to preserve, restore and develop these assets are testament to what the community can accomplish. The theatre has been so successful and promising it inspired famous local resident, Glenn Beck, to help raise funds for it.

Recommendations

Initiate a Community Planning Process: Invite University of Idaho Extension to implement its “Community Coaching for Grassroots Action” (CCGA) program or figure out some other way to build relationships between ethnic, religious and cultural groups in the community. Though some structure and goal orientation helps achieve specific social and economic goals when bringing people together, simply creating more opportunities for people to interact and get to know each other will help tremendously.

CCGA is designed to help develop a shared community vision and establish teams to implement elements of the community vision, incorporating community review report recommendations and resources into teamwork plans. A secondary benefit is information and goals can be incorporated into a more formal governmental planning process (e.g., city comprehensive plans). A brochure describing the program is included in Appendix L. Contact Dr. Lorie Higgins, University of Idaho Extension Community Development Specialist for more information: <http://cd.extension.uidaho.edu/leadership/>, 208.669.1480 or higgins@uidaho.edu.

Identify your Community Brand: Though the specifics should emerge out of a brand development process, it seems likely Preston’s brand will be based on its natural and historical heritage. A branding process not only helps you market what you have, it can foster new business development that reflects and strengthens the brand. Such businesses tend to be more successful and long-lived. Roger Brooks is a community branding guru. If you can’t afford to hire Roger, study branding plans he has developed and study his process through inexpensive webinars he offers regularly. For more information: <http://www.rogerbrooksinternational.com/>, and to see a recently completed plan for the Tri-Cities area in Washington: <http://bit.ly/1lkBH82>.



PART IV FOCUS AREA REPORTS

Part IV of this report includes the predominant community comments and concerns 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 notes the interrelated nature of many of the issues and opportunities in this section of the report. Many of them are directly or indirectly related to job creation. For example, visitors drawn by improved attractions and increased marketing can eventually move to Preston to become residents, business owners, and community leaders.

Economic Development

Community Comments and Concerns

Preston residents and community leaders expressed many comments and concerns related to job creation and economic development. The most often heard opinions and statements are summarized below.

Concerns about growth and its potential consequences

Growth in the form of new development and population increase in the lower Cache Valley (Logan) is slowly but surely moving toward pre-Recession levels. Preston area residents and leaders anticipate this growth will continue to make its way north, drawn by the community's small town character, relatively low cost of living, and recreation opportunities. "Ambivalence" is one word that describes how many Preston residents feel about this growth. On one hand, many people want a greater variety of goods, services, and job opportunities available in Preston. They also understand that a larger tax base can help maintain and improve public infrastructure and services. On the flipside, they express concern about the following potential impacts of new development and population growth:

- Loss of productive farmland
- Loss of small town values and character
- Increases in crime
- Increases in housing cost

Many people in Preston are okay with accommodating reasonable growth. Some folks would like to see Preston return to being the commercial hub or destination for the region, although no one wants to lose the qualities that make Preston a great place to live. For example, Preston residents do not want to see the type of growth that could reduce the vitality of downtown (e.g., loss of retail businesses).

“Proper growth” was a term used by more than one person during the community review. Some expressed dismay over a perceived loss of small town character resulting from growth that occurred in the late 1990’s and early 2000’s.

The Visiting Team noted strong support for planning and managing growth to minimize if not prevent the unintended consequences identified above. However, there is a strong perception that the community is not adequately prepared for future growth with respect to infrastructure and planning and zoning policies. For example, the City of Preston and Franklin have yet to designate an area of city impact and adopt a related agreement, as required by Idaho Code Title 67, Chapter 65.

Desire to see higher quantity and quality of jobs

The Visiting Team heard broad dissatisfaction with the quantity and quality of jobs currently available in Preston and Franklin County. This dissatisfaction was particularly strong among younger residents who completed the on-line version of the community review survey.



Younger and older adults both expressed a desire to see more part-time jobs for youth during summer and good paying jobs that would allow young adults to stay in or return to Preston in the future.

While residents and community leaders acknowledge the community’s heavy reliance on Logan and the lower Cache Valley for employment, they do not want to see Preston become a bedroom

community dominated by residential subdivisions occupied by daily commuters to Logan. Many Preston residents are also concerned that the easy access to services and products in Logan does hurt Preston businesses. One resident told us, “This town will not support its own businesses.”

Recognition that the region has many attractions that draw visitors

Preston residents we spoke with during the community review talked often about the importance of the area’s many natural amenities and cultural/historical sites. These natural resources, sites, and individual buildings — and the stories associated with them — help define Franklin County’s unique sense of place and quality of life. Residents and community leaders widely

recognize that these opportunities, as well as the community's annual events, could potentially bring in even more visitors in the future. See the Tourism, Heritage, and Recreation focus area beginning on page 61 for more information.

Mixed opinions about administration of planning, zoning, and other policies related development and business expansion

Experiences and opinions about the City's administration of planning, zoning, and other policies came up prominently in both the Economic Development and Roads & Infrastructure focus areas. They also came up in many if not all of the community listening sessions (see page 21).

The volunteer members of the City's Planning and Zoning Commission are appointed by the City Council to oversee the administration and development of planning and zoning policies. Some cities have a paid staff person (e.g., planning director or planning and zoning administrator) dedicated to supporting this important work. In lieu of a dedicated city staff person, the Preston Planning and Zoning Commission is advised and supported by the City Attorney and City Clerk, as needed.

At the time of the community review, the Visiting Team learned that the Planning and Commission was doing the best they could (given that they are all-volunteer laypeople) to review and identify needed changes to various planning and zoning policies. These policies determine the requirements or conditions that must be met when owners of residential, commercial, and industrial properties want to site and construct new buildings, remodel or expand existing structures, and complete other land development activities. These policies are intended to help achieve community goals related to, for example, health and safety, air and water quality protection, and property values. Preston city officials affirmed their responsibility to fairly and consistently administer planning and zoning policies. This administration, in part, is what they are elected and legally bound to do. They also must take into consideration a diverse and broad set of community interests in their decision-making.

Multiple business owners and/or managers and (to a lesser degree) homeowners expressed frustration and confusion about the City's administration of planning, zoning, and other policies. The most frequently voiced frustrations and perceptions are summarized below. To be clear, these are not the judgments or conclusions of the Visiting Team; they are our effort to paraphrase and summarize statements made by property and business owners.

- The City imposes regulatory requirements that increase the cost of commercial and industrial buildings. This is particularly frustrating for new businesses trying to get established.
- There is a perception among some that planning and zoning administration is inconsistent and inflexible.
- There doesn't seem to be much rhyme or reason behind the planning and zoning policies.
- "The City says "no" to everything.
- The community is afraid of change.
- The City needs a new vision and leaders that actively work to achieve this vision.

The above perceptions and frustrations lead some in the business community to conclude that the City of Preston does not want to see businesses created or expanded. To these folks, it explains why some existing buildings sit empty and why some recent development has been located outside the city limits. The Visiting Team heard different opinions, both pro and con, about whether the City should have a dedicated planning and zoning staff person.

While the frustrations expressed above are not uncommon in Idaho communities, they came up more frequently and in a greater variety of settings in Preston than is typical.

Economic Development 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 review. Collectively, they will help the community and the region create new jobs by supporting entrepreneurs, the growth of existing businesses, and the recruitment of new employers to the area. They will also help support downtown revitalization and better prepare the community for future growth.

Economic development is abbreviated as "ED" throughout this section of the report.

The following opportunity areas and recommendations build on the following existing assets identified by the Visiting Team:

- High quality of life
- Community events, especially That Famous Preston Night Rodeo and the Festival of Lights
- Airport
- Vibrant downtown (relative to many rural communities)
- High quality schools
- Worm Creek Opera House
- Well-maintained infrastructure
- Numerous recreation opportunities and amenities
- Friendly people
- History and heritage
- Hospital
- Strong work ethic
- Proximity to Logan, Pocatello, and Salt Lake City
- Strong civic organizations
- Agriculture
- Youth

ED Opportunity Area 1: Collectively agree on your desired future and align your development-related policies and public improvements accordingly.

The first opportunity identified by the Visiting Team could be called "The Vision Thing". We left Preston in March 2015 with a sense that there is no agreed upon vision or description of what a successful Preston will look, act, and feel like in the future. The Visiting Team suggests that

creating this vision will help guide community decision-making, identify opportunities for cooperation and coordination, and build trust and goodwill among organizations invested in Preston's future. It will also help direct or prioritize future infrastructure improvements.

Now — while growth and development pressures are relatively manageable — is the perfect time to develop consensus about the values and physical improvements you want to encourage as you grow and change. Like any community, Preston can be either proactive and use policies and capital improvements to create the future you want or passively sit back and react to (or live with) whatever growth comes your way. There are three big reasons the Visiting Team hopes the community chooses the former path:

1. The community has qualities that people and businesses will find attractive. It is reasonable to expect and plan for the resulting growth.
2. The Preston Comprehensive Plan was last updated in 2003. Much has changed in the last 12 years. It's time to update the plan.
3. Existing businesses and businesses that may locate in Preston in the future will appreciate the increased clarity and predictability that will be an important outcome of developing a community vision and modifying land use and development standards accordingly.

The Visiting Team's point is that Preston should work toward saying yes to or encouraging what you want rather than focusing on saying no to what you don't want.

The recommendations below address developing a long-range vision for the community, cooperative planning with the County in areas outside the existing city limits (i.e., the area of city impact), ensuring the community has land appropriately zoned for a variety of land uses, and the continued review and update of other planning and zoning policies administered by the City.

Recommendations

ED 1.1 Update the 2003 City of Preston Comprehensive Plan. Idaho's Local Land Use Planning Act (Idaho Code 67-6501 to 67-6537) requires Idaho cities and counties to adopt comprehensive plans and to update them as appropriate. The Local Land Use Planning Act does not include a specific timeline for updating plans, but communities around the state typically update them every 5-10 years.

To guide future growth, comprehensive plans must identify existing conditions and goals and objectives on a variety of topics. See Appendix E for additional information.

The visiting team suggests it's time to update the plan for the following reasons:

- The process of updating the Comprehensive Plan provides the best opportunity to use an inclusive and participatory process to develop a vision for the City of Preston.
- The process also helps residents and businesses understand the rationale behind zoning policies, development standards, and permitting processes. It also engages people in the process of reviewing and amending land use and

development policies and administrative processes to bring them into better alignment with the community's vision.

- The current Comprehensive Plan does not address the following components that state law now requires to be included: community design, agriculture, national interest electric transmission corridors, public airport facilities, and implementation. The Idaho Code allows a local government to describe how a required component is not needed. However, the Preston Comprehensive Plan includes no such description(s). Also, while the Plan does have a section of property rights, it is missing proper language to comply with Idaho Code 67-6508(a).
- Updating the Comprehensive Plan will also help achieve the additional recommendations below.

ED 1.2 Working with Franklin County, the City of Preston should complete the process of designating an “area of city impact”, as required by Idaho Code 67-6526. The Visiting Team noted that all other incorporated cities in Franklin County have a designated area of city impact. The area of city impact (also known as “area of impact”) is the area beyond the existing city limits where the City anticipates growing and extending city services like sewer and water in the future.

The City and County negotiate the boundaries of the area of city impact. Both entities must adopt a map that delineates the area of city impact, as well as an agreement that identifies the land use policies and development standards that will apply within this area. Regardless of the agreed upon policies, the County will be responsible for enforcing them.



ED 1.3 The City should plan for new industrial development. Part of this plan should be to zone or rezone parcels along the rail corridors. This will likely require that the city work with the county to zone property and develop impact zones.

It should be noted there are a number of different ways to create and operate an industrial park. While there is nothing wrong or illegal with a City owning and operating an industrial park, there are other quasi-public tools or models available, for example:

- Urban Renewal Model – Idaho Code allows communities to create Urban Renewal Agencies (URAs) for the purpose of promoting economic development. While some may view URAs as controversial due to the use of revenue allocation areas or tax increment financing there is nothing in Idaho Code that requires URAs to use tax increment financing. Other financing tools available to urban renewal areas include the ability to accept grant funding and take on debt without obligating a

city's revenue streams. This funding can be used to develop industrial parcels and other commercial properties in areas deemed to be blighted and/or underdeveloped.

- Community Development Corporation Model – Community Development Corporations (CDC) are non-profits organized as a 501(C)4 to promote economic development. As a non-profit entity a CDC can accept grants, take on debt and access low interest government loan programs that are not otherwise available to private developers.

ED 1.4 Industrial lease rates. While it was initially necessary to offer flexible and creative arrangements to fill the City's industrial park now that the park is filled the City should create a standardized method for leasing out the property. One such method might include charging by the acre or square foot. A standardized lease schedule will insulate the city from claims of showing favoritism to one business over another.

ED 1.5 The update of the Comprehensive Plan should be followed by a review of the City's zoning and subdivision ordinances and related decision-making processes to determine if any amendments are needed to help better align the ordinances with the plan. In fact, Idaho Code requires that these ordinances and the decisions made based on them, must be in accordance with the comprehensive plan.

ED 1.6 Consider forming a land trust as a way of educating residents and landowners about tools that can be used to conserving farmland and open space.

ED Opportunity Area 2: Become a business-friendly community

The Visiting Team has identified numerous ways the Preston community can be more welcoming and supportive to residents who want to start a businesses, existing businesses that want to expand, and businesses that want to relocate to Preston. This opportunity area is directly related to Opportunity Area 1 (above) because you want to be particularly supportive of businesses and associated real estate development that is consistent with the community's long-term vision of success.

Specifically, this opportunity area addresses a range of topics, including: (1) communication between the City of Preston, businesses, and property owners, (2) the administration of various City policies, and (3) efforts to encourage residents to support locally owned businesses.

It is the Visiting Team's view that acting on some or all of these recommendations will create a civic and political culture that businesses (existing and future) will want to be part of going forward. In other words, if being more attractive to businesses is a goal of the community, we think the following ideas will help.

Recommendations

ED 2.1 Further develop the Greater Preston Business Association's "Shop Local First" campaign. It's a great start as is, but — as far as the Visiting Team is aware — it is limited to posting signs and window stickers in the downtown area. There is the potential do have much greater impact by doing just a little bit more. Similar projects have been developed in Idaho communities and elsewhere around the country.

Good up front planning is critical to the success of any shop local first campaign. Core components of this planning typically include:

- Developing a steering committee that includes the community's most successful local businesses,
- Agreeing on a definition of "local" to clarify what is and is not a local business in your community or region.
- Identifying tangible outcomes you seek to accomplish.
- Completing marketing and communications planning. This effort often involves conducting a survey of business owners and/or residents.
- Establishing your target audience. What segment(s) of the community are most likely to respond positively to a shop local first campaign.
- Crafting key messages. Messages are simple, general themes but different than slogans. Example: "Significantly more money re-circulates in our community when your purchases are made at locally owned, rather than nationally owned, businesses."

Specific shop local first communication and marketing ideas used successfully in other community include:

- Write press releases or have a live news conference.
- Ask your local radio and television stations to be campaign sponsors in return for running free Public Service Announcements or ads.
- Coordinate a group of community members who are willing to write letters to the editor about the importance of choosing local, independently owned businesses first.
- Ask radio and TV stations to broadcast live from participating businesses.
- Remember the newsletters and publications of participating businesses!
- Create a commercial that features people modeling the behaviors you want - looking in their directory of locally owned business, and then enjoying a quality, unique purchasing experience at a locally owned business.
- Create a holiday "gift guide" insert that lists all your participating businesses.
- Run monthly campaign ads in your local, independent newspaper and consider:
 - Creating cartoon strips showing the impact of shopper's choices.

- Diagramming the ways locally owned businesses affect our community differently than non-local businesses.
 - Using a clever holiday or seasonal inspired twist on your campaign slogan.
- Target local retailers with a variety of activities and materials:
 - Promotional materials: posters, table tents, printed paper coffee cups, shopping bags, bookmarks...
 - Sell bumper stickers, t-shirts, water bottles, cloth shopping bags.
 - Create in-store displays.
 - Participating retailers can add your campaign slogan/logo to their receipts, shopping bags and other materials; they can add the logo during printing or you can provide them a stamp.
 - Participating retailers' employees could wear logo buttons.
 - A Buy Local Day before the holidays
 - A Parade, Party, "Taste of...", Information Fair, or Fashion Show – featuring local, independently owned businesses
 - Local Tourism – A 'local first' tour called "Where the Locals Go"
 - Public forums
 - An Independents Week for the 4th of July.
 - Create a speaker's bureau – Prep your steering committee with critical talking points and/or a power point presentation for community presentations.

ED 2.2 K-12 and adult professional technical education also came up in the context of economic development. See the Roads and Infrastructure focus area for more information.

ED 2.3 Make sure to include the active involvement of the business community in the process of updating the Preston Comprehensive Plan. Going through the process of creating an agreed upon vision for the future of Preston will help reduce frustration and confusion among all parties. Our guess is that this process help community and business stakeholders realize they have much more in common than they realized. Once created, this vision will help you keep the policies that are consistent with the vision and change or discontinue policies that are inconsistent.

ED 2.4 Make all zoning and development standards, decision-making processes, and all permit applications available in the City of Preston's website. Currently, the website has business licenses and sign permit applications only.

Make sure this information is written in a succinct, clear, and easy to understand style. If you're not sure if it's written to accomplish this objective, ask business owners and laypeople in the community to read and comment on the material before it's posted on-line. See the Resources section for examples from other Idaho cities.

ED 2.5 Continue to pursue training opportunities for planning and zoning commissioners and other city staff who are involved in the administration of planning and zoning policy.

ED 2.6 Review the City's permitting and approval processes to identify changes that would make them more clear, predictable, and timely.

ED 2.7 Retain a third-party facilitator to complete a "situation assessment" to identify areas of strongest agreement and disagreement and opportunities to improve understanding and collaboration between the City of Preston and the business community. See Appendix F for an outline of a situation assessment process.



ED 2.8 Whether on a part- or full-time basis, the City should seriously consider options for hiring a city planner as an employee or retaining one on contract. In our view, the community needs the continuity and experience such a position would provide. Hiring an experience planner is particularly important if the City follows through on the recommendation to update the 2003 Comprehensive Plan. In addition to the administration of planning and zoning policies, this position could also play a significant role in grant writing for infrastructure and other projects and in various economic development activities.

To make this recommendation more financially feasible, perhaps the planner could be shared with other municipalities in Franklin County.

ED 2.9 The City of Preston and the Greater Preston Business Association should take full advantage of all opportunities to be involved in economic development efforts and related organizations in the region, including those based in Logan and the lower Cache Valley. Continued active participation in the Southeast Idaho Council of Governments and the Four County Alliance of SE Idaho are particularly important.

ED 2.10 Continue to invest in infrastructure and review policies to assess opportunities to more equitably distribute the cost of new infrastructure necessitated by new development. See Infrastructure focus area for more details.

ED 2.11 See Part V: A Fourth Focus Area for more and related information and recommendations.

ED Opportunity Area 3: Continue to make progress on downtown revitalization

As rural Idaho downtowns go, Preston's is by all appearances relatively vibrant and healthy. Still, the Visiting Team believes the community should continue to improve the downtown area as one of the community's most significant assets. While some retail stores have gone out of business or left downtown in recent years, storefronts are for the most part occupied. Impressively, the downtown also maintains much of its original Pre-WW II architectural heritage (e.g., building facades). Many new commercial developments attempt to re-create this type of architecture; don't ever forget that you have the real thing. The city hall, county courthouse, senior center, library, post office, the park and Oneida State Academy are all within the downtown area. When on-street parking is occupied, there is a large parking area located behind the courthouse. The Visiting Team appreciates the pedestrian pathway connections that have been built to connect this parking area to State Street businesses. It's an additional bonus that some of the businesses adjacent to this parking lot have rear entrances. There are all qualities that make your downtown attractive and appropriate for continued revitalization efforts.

The Visiting Team offers the following recommendations intended to re-affirm downtown as the economic, social, and physical heart of Preston.

Recommendations

- ED 3.1 Work with the Idaho Transportation Department and people with disabilities to assess the downtown area and other commercial areas and identify opportunities to increase accessibility for people with disabilities (whether in wheelchairs or not).
- ED 3.2 Preston might consider following the example of other Idaho communities (e.g. McCall, Sandpoint) and create a truck route around the downtown area in order increase safety, reduce noise and diesel exhaust, and facilitate freight movement. A designated truck route is not the same as a highway by-pass.
- ED 3.3 Start a Downtown Improvement Program. Too often downtown improvement efforts focus on beautification and ignore the economic and social conditions behind the decline of a business district. In order to be successful, a downtown improvement program also needs to help nurture new and existing businesses and promote events and activities that bring people downtown. The most successful strategy or recipe for success is the Main Street Program™ promoted by the National Main Street Center. This program uses a 4-point approach to downtown revitalization. Communities using this approach tend to have more businesses, higher property values, and more job creation than their non-main street counterparts. Beginning to use it now will position Preston to apply for support through the Idaho Main Street Program administered by the Idaho Department of Commerce. See Appendix G for more information.
- ED 3.4 The key to making building renovations affordable is to do the work in phases or stages. Energy efficiency is a good starting point for building renovation. A number of tax credits and other incentives are available for energy efficiency. Reducing power bills generate immediate financial results. Tax credits are also available for owners

who pursue renovations that preserve and restore the historical features of older buildings. Buildings containing housing units may be able to tap into housing programs to accomplish building renovations.

- ED 3.5 Decorative lighting adds to the property values and character of a downtown. The advent of LED technology and solar technology can help control the power bill associated with streetlights. Sponsorships for individual light poles could be sold to help defray costs. The light post could incorporate features e.g. outlets that might support Preston's famous Christmas light display.
- ED 3.6 Consider planting street trees along the sidewalks and parking areas in the downtown. 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.
- ED 3.7 The Worm Creek Opera Theater should consider marketing itself for meetings, trainings and other daytime events that would augment the movies and live performances. Attracting more activities at off peak hours will help the theater's bottom line as well as provide more potential customers for downtown businesses.
- ED 3.8 Reward businesses and downtown building owners who invest in their buildings.
- ED 3.9 Develop a donation program that encourages individuals and families to purchase and/or maintain trees, benches, other street furnishings in the downtown area. The name(s) of donors can be displayed on individual items.
- ED 3.10 Continue developing and improving events held on State Street or on perpendicular streets (e.g. Oneida).

- ED 3.11 Pursue opportunities to improve downtown signage. For example, once it's actively being used as a venue for events and as a source for information, signs directing visitors to the Oneida Stake Academy will be important. The visiting team also sees an opportunity to use signs to increase awareness of the large parking area behind the courthouse.



- ED 3.12 Develop signage, public art, and pedestrian improvements to create an attractive walk on both sides of Oneida Street from State Street to the Oneida Stake Academy. This recommendation will encourage residents and visitors alike to walk further than they otherwise might by creating a unique and safe experience.

ED 3.13 The Visiting Team offers the following recommendations related to parking in and near the downtown area:

- Improve the large parking area located between the Franklin County Courthouse and the Franklin County Senior Center. Encourage parking in this area through improved signage. Specific ideas include the addition of trees and other landscaping, improved lighting, public restrooms, and an information kiosk (that directs people to the Oneida Stake Academy and other destinations).
- Loading and Short Term Zones – City officials may want to designate some spots along Main Street as 1 hour parking or 15 minute loading zones. This will help create turnover, which will allow more opportunities for folks to access the prime parking spots.
- Angled Side Street Parking – The side streets feeding into Main Street are wide and may be able to accommodate angled parking.
- Maps and Signage – The community should develop some signage directing folks to side street and public off street parking.
- RV Parking – Preston needs an RV Dump. Such a facility will entice tourist to stop and possibly spend some money. Some cities co-locate RV parking and dump facilities with parks, fairgrounds or visitors centers.
- Particularly on weekend, downtown employees should be encourage to park in the lot between the Courthouse and Senior Center.

ED 3.14 See the Tourism, Heritage, and Recreation focus area for additional recommendations related to downtown history.

ED 3.15 See the Roads and Infrastructure focus area for additional recommendations related to State Street.

ED Opportunity Area 4: Attract new businesses to Preston

Several community leaders talked about the importance of recruiting new businesses to Preston and Franklin County. While your economic development efforts should not be limited to the pursuit of this goal, the Visiting Team has identified several recommendations that will help your recruitment efforts be more successful. They begin with increasing your capacity to quickly respond to business that express interest in Preston. Acting on this one recommendation will give you an advantage over communities who have not built this capacity in advance.

Recommendations

ED 4.1 Create an Economic Development “Ready Team”. An Economic Development Ready Team (Ready Team) is a committee of local officials, state regulators, utility companies and business persons who are organized in advance to respond and assist with business recruitment, expansion and retention opportunities. Ready Teams work best when they are organized in advance, meet on a regular basis and are scalable to the specific opportunity. For example, if a business opportunity does not need water or sewer services then the city superintendent, engineer and Department of

Environmental Quality Ready Team members are excused from that specific opportunity. Communities with Ready Teams are able to quickly respond to opportunities and are more successful landing and growing businesses than cities lacking this tool.

- ED 4.2 Review and update industrial lease rates at the existing industrial park.
- ED 4.3 Increase and update community information on the City and Greater Preston Business Association websites.
- ED 4.4 Inventory available commercial and industrial properties and make sure they are listed on the Gem State Prospector website.

Economic Development Resources

The College of Business at Idaho State University offers its Bengal Solutions programs to connect the expertise of the College's faculty and graduates with businesses and entrepreneurs. Consulting is provided at an affordable cost to business owners. Go to <http://www.isu.edu/cob/bengalsolutions.shtml>. Contact Jeff Street at 208-282-2504 or strejeff@isu.edu.

The Idaho Small Business Development Center located in Idaho Falls and affiliated with Idaho State University is a source of various types of assistance for people wanting to grow or start a business. Contact 208-523-1087. Go to <http://www.idahosbdc.org/locations/region-6-idaho-state-university-idaho-falls/>.

U.S. Small Business Administration, Boise District Office. Go to <http://www.sba.gov/id>.

USDA Rural Business Development Grant Program can fund many projects that support business development and job creation. Go to http://www.rurdev.usda.gov/BCP_rbeg.html. Contact Dale Lish, dale.lish@id.usda.gov, 208-785-5840, ext 119.

Service Corps of Retired Executives (SCORE) is a program offering workshops and mentoring to small businesses. Some of SCORE's services are available online. Go to <https://easternidaho.score.org/>.

The Idaho Latino Economic and Development Center based in Blackfoot assists low- and moderate-income Latinos and other minorities to build strong businesses by offering trainings, micro-lending, and other forms of assistance with financing, which transform lives, strengthen families, and build sustainable communities. Go to <http://www.idaholead.org/>. Contact Sonia Martinez, 208-251-0925, soniam@idaholead.org.

The Ewing Kauffman Foundation supports projects that foster a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities. The Foundation focuses grant making on two areas—education and entrepreneurship. Go to <http://www.kauffman.org>.

Business Retention and Expansion Visitation Fundamentals is a joint publication of North Dakota State University Extension and Mississippi State University Extension. It provides a useful guide to beginning a business retention and expansion (BR&E) visitation program. Go to <http://www.ag.ndsu.edu/pubs/agecon/market/cd1605.pdf>.

HomeTown Competitiveness is a joint project of the Nebraska Community Foundation, the Heartland Center for Leadership Development and the RUPRI Center for Rural Entrepreneurship. Started in 2002, HTC's community development strategy focuses on four pillars: (1) Developing Local Leadership, (2) Increasing Community Philanthropy, (3) Energizing Entrepreneurs, and (4) Engaging Youth. Go to <http://htccommunity.whhive.com> for additional resources and contact information.

The Western Rural Development Center at Utah State University strengthens rural communities by sharing scientific discovery and application of sustainable practices with rural citizens via conferences, trainings, Web 2.0, and publications. The Center aims to help rural communities prosper, thrive economically, and become self-sustaining. They can also connect you to other opportunities for partnerships at USU. Go to <http://wrdc.usu.edu>. Contact Don Albrecht, Executive Director, 435-797-2798, don.albrecht@usu.edu.

State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc. Randy Shroll, 208-334-2650, ext 3168, randy.shroll@commerce.idaho.gov.

TechHelp provides technical and professional assistance, training and information to Idaho manufacturers, processors and inventors to help them strengthen their global competitiveness through product and process improvements. Go to <http://www.techhelp.org/index.cfm>.

University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.

The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to www.energizingentrepreneurs.org/site. "*Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region*" is one publication of interest. To read or download, go to <http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.

The Eastern Idaho Entrepreneurial Center (E-Center) is a Rexburg-based nonprofit providing value-added business consulting through a network of local university students, government leaders, and business professionals. Go to <http://www.idahoecenter.org/about/>. Will Jensen, Executive Director, 208-356-5009, w.jensen@rbdcenter.org.

Fill-in-the-Blank Business Recruitment Workbook. This workbook was designed for downtown and commercial district revitalization organizations that want to improve the mix of businesses in

their districts by helping existing businesses thrive, and by recruiting new businesses to fill gaps in the market. Go to: <http://www.DowntownDevelopment.com/fibbr.php>, 1-800-232-4317.

The *Entrepreneurs and Their Communities* archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.

An entire curriculum focused on building an entrepreneur friendly community is available through Ohio State University. Go to <http://sustentrep.osu.edu/building-an-entrepreneur-friendly-community>.

Idaho Housing and Finance Association's Idaho Collateral Support Program establishes pledged cash collateral accounts with a lending institution to enhance loan collateral for businesses in order to obtain financing on acceptable terms. Go to <http://ihfa.org/ihfa/small-business-loan-programs.aspx>. Cory Phelps, coryp@ihfa.org, 208-331-4725.

Idaho TechConnect, Rick Ritter, rick.ritter@idahotechconnect.com, 208-562-3700.

Idaho National Laboratory's Technical Assistance Program provides technical expertise to state and local government, and regional small businesses. The requesting organization can receive, at no cost to it, up to 40 hours of laboratory employee time to address technical needs that cannot readily be met by commercially available resources in the region. Go to <http://tinyurl.com/992ayxe>. Stephanie Cook, Stephanie.cook@inl.gov, 208-526-1644.

Wealth Creation and Rural Livelihoods is a learning network of practitioners, researchers, and policy makers focused on creating and sustaining rural wealth. Go to <http://www.ruralwealth.org>.

Host a luncheon or meeting for business owners that features a showing of the "Maps, Apps, and Mobile Media Marketing" webinar available through University of Idaho Extension, then work together to help each other learn about and access the many resources provided in the presentation. Go to <http://www.extension.org/pages/16076/etc-webinar-archive>.

Local people investing in local businesses is a trend taking hold in many communities. Here's an article on the new Community Supported Brewery in Boise being funded in this way: <http://www.boiseweekly.com/boise/doors-open-at-boise-brewing/Content?oid=3129538>.

Locavesting is a resource book by financial journalist Amy Cortese. Go to http://www.locavesting.com/Locavesting_homepage.html.

Harvest Hosts is a network of farmers, winemakers, and attractions that invites self-contained RVers to visit their vineyards and farms and stay overnight for free. Food producers in the Rigby area can join this network. Go to www.HarvestHosts.com.

The Business Alliance for Local Living Economies is a national alliance of nonprofit, government, and private sector partners providing assistance to communities and regions working to encourage strong support for locally owned businesses. Go to

<http://www.bealocalist.org>. Go here for a copy of BALLE's excellent resource: *Local First: A How-to Guide*: <https://bealocalist.org/local-first-how-guide>.

Many communities are using principles of community-based social marketing to increase support for locally owned, independent businesses. "*Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*" by Doug McKenzie-Mohr and William Smith, 1999, New Society Publishers. www.cbsm.com is a related website with a large amount of information, best practices, and networking opportunities related to reducing waste. Consulting and training services are available through the book's authors.

Several Idaho communities have established "shop local" campaigns and organizations. Examples include: Boise, Eagle, Nampa, Moscow, Coeur d'Alene, Sandpoint, Preston, and Idaho Falls. The Boise project is called Think Boise First. Go to www.thinkboisefirst.org.

The Idaho Department of Commerce's Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780.

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

4CASI is an economic development organization serving Bear Lake, Caribou, Oneida and Franklin Counties. 4 CASI helps market the four county region for economic development and helps communities identify and secure resources for attracting and growing businesses. 4 CASI can help the city create a Ready Team. Contact: Kathy Ray 208-317-1827 fourcasi@hotmail.com

Southeast Idaho Council of Governments provides a range of planning, program management, and business assistance services in seven Idaho counties, including Franklin County Go to <http://www.sicog.org>. Contact Kathleen Lewis, kathleen@sicog.org, 208-233-4535.

The *Successful Communities On-line Toolkit* is a searchable database of community design and planning best practices from across the west. It is a project of the Sonoran Institute. Go to <http://scotie.sonoraninstitute.org/>. 602-393-4310.

Zoning Practice, a monthly publication of the American Planning Association, provides useable information about current trends in zoning and subdivision codes. Go to <http://www.planning.org/zoningpractice/>.

Planning Commissioners Journal (publication) and Planners Web (website) are excellent resources related to all aspects of planning and zoning administration. Go to <http://pcj.typepad.com/>.

For examples of Idaho communities that do a good job explaining planning and zoning processes and providing applications on-line, see the following:

- McCall (<http://www.mccall.id.us/departments/community-development/planning-and-zoning-2.html>)
- Coeur d'Alene (http://www.cdaid.org/index.php?option=com_content&view=article&id=79&Itemid=481)
- Jerome (<http://www.ci.jerome.id.us/city-government/planning-and-zoning.html>)

Western Office National Trust for Historic Preservation. Go to www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.

The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. Go to <http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.

Southern Idaho Rural Development is involved in successful business creation and downtown revitalization efforts in Shoshone and other southern Idaho communities. Contact Julia Oxarango-Ingram, 208-309-3090, sird4u@gmail.com.

“Organizing a Successful Downtown Revitalization Program Using the Main Street Approach” is a book available through the Washington Department of Trade and Economic Development. Go to http://www.commerce.wa.gov/cted/documents/ID_160_Publications.pdf.

RampUpIdaho is a new effort being developed by a group of folks representing transportation, business, housing, government, economic development and accessibility. The group is planning to compile a list of resources and outline a simple rationale for businesses, chambers of commerce, and other groups to begin thinking more strategically and collaboratively about access. Contact info@rampupidaho.org for more information.

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. PPS's pioneering placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs. Go to <http://www.pps.org/>.

The HUD Hope VI Main Street grant program provides grants to small communities to assist in the renovation of a historic or traditional central business district or “Main Street” area by replacing unused commercial space in buildings with affordable housing units. The objectives of the program are to redevelop Main Street areas, preserve historic or traditional architecture or design features in Main Street areas, enhance economic development efforts in Main Street areas, and provide affordable housing in Main Street areas. Go to <http://www.grants.gov/web/grants/view-opportunity.html?oppld=235258> or contact Jerry Royster from HUD at: jerry.royster@hud.gov.

USDA's Farmer's Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets, roadside stands, community supported agriculture programs, agri-tourism activities, and other producer-to-consumer market opportunities. Go to <http://www.ams.usda.gov/AMSV1.0/FMPP>.

For an example of an event in Michigan that builds on local food, art and heritage, go to <http://www.artsandeats.org/index.html>.

Learn about the 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 Department of Commerce – Community Development Block Grant Program can fund lighting, street trees, sidewalk, and other downtown projects. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Sharon Deal, sharon.deal@commerce.idaho.gov, 208-287-0774.

Idaho Department of Commerce's *Show Me the Money* funding newsletter. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller at jerry.miller@commerce.idaho.gov or 208-287-0780.

Created and maintained by the Idaho Department of Commerce, Gem State Prospector is an on-line inventory of available buildings and properties in the state. Businesses and the real estate agents looking to expand or relocate in Idaho use this website to identify potential sites. Go to <http://www.gemstateprospector.com/>. Contact Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780. The Idaho Department of Commerce offers periodic trainings for people interested in using Gem State Prospector. Contact Jenny Hemly, 208-287-3169, Jenny.hemly@commerce.idaho.gov.

For an article and resources on successful efforts to fill vacant downtown storefront windows with local art, go to <http://ruraltourismmarketing.com/2011/03/using-art-in-vacant-storefronts-to-rebuild-a-small-town's-future/>.

City of Idaho Falls Downtown Design Guidelines. Go to http://www.connectidahofalls.com/uploads/1/9/4/6/19463751/if_downtown_design_guidelines.pdf.

The Yellowstone Business Partnership uses training, research, and other forms of support to help businesses and communities in the Greater Yellowstone Area achieve the following goals: (1) promote green building and development, (2) encourage responsible business practices, (3) advance new options for regional mobility, and (4) support four-season economies for gateway communities. Go to <http://www.yellowstonebusiness.org/>. Contact Jan Brown, jbrown@yellowstonebusiness.org, 208-406-522-7809.

The Workforce Training and Community Education program at the Eastern Idaho Technical College in Idaho Falls. Go to <http://tinyurl.com/c4swclx>.

Idaho Chapter of American Planning Association. Daren Fluke, President, 208-869-3903, darenfluke@gmail.com.

American Planning Association's "Community Planning Assistance Teams" program. Go to <http://www.planning.org/communityassistance/teams/>.

Association of Idaho Cities can advise and provide examples of area of city impact agreements, and planning and zoning policies. Go to www.idahocities.org or call 208-344-8594.

Web-based visioning and community engagement tools are available to brainstorm ideas, discuss issues, and build consensus. They allow citizens to participate in a confidential, simple on-line forum. Examples include vBulletin, MindMixer, BangTheTable, and FreeForum.org.

The Orton Family Foundation shares information, best practices, and tools on citizen-driven planning and public participation in rural communities. *Stewarding the Future of Our Communities: Case Studies in Sustaining Community Engagement and Planning in America's Small Cities and Towns* is one recent publication. Go to http://www.orton.org/resources/stewardship_study.

For tools and information related to community visioning, go to this page on the Municipal Research and Services Center (MRSC) website: <http://mrsc.org/Home/Explore-Topics/Management/Organizational-Leadership-and-Management/Creating-a-Community-Vision.aspx>. Created by the Association of Washington Cities, the MRSC is an excellent source of example policies and programs related to, for example, planning, zoning, infrastructure, and city administration. This information is available for download from their homepage (www.mrsc.org).

Givens-Pursley Law Firm in Boise has published the *Land Use Handbook: The Law of Planning, Zoning, and Property Rights in Idaho* (as well as other handbooks of interest to Idaho communities). The handbook provides a complete and readable explanation of comprehensive plans and related requirements found in the Local Land Use Planning Act. To download for free, go to <http://www.givenspursley.com/Publications.aspx>.

Idaho Smart Growth (ISG) offers a number of resources that can help the City act on many of the planning, zoning, and transportation-related recommendations in this report. They also offer a training on Area of City Impact agreements. Specific publications available on the ISG website that would be helpful to the City of Preston and Franklin County include:

- "Area of City Impact: A Toolkit of Guidelines and Resources for Use by Idaho Cities and Counties"
- "Quality Infill: Recommendations and Tools"
- "Complete Streets – Transportation Funding"
- "Idaho Land Use Analysis"
- "A Study of Statewide Comprehensive Planning in Idaho"
- "Code Reform – Model Codes"

Go to www.idahosmartgrowth.org. Contact: Deanna Smith (deanna@idahosmartgrowth.org) or Elaine Clegg, (elaine@idahosmartgrowth.org) at 208-333-8066.

“Area of City Impact Agreements in Idaho” is a publication of the Economic Development Clinic in the College of Law at the University of Idaho. Go to <http://www.uidaho.edu/law/academics/practical-skills/clinics/econ-dev/city-impact-agreement>.

The American Farmland Trust has supported the completion of numerous studies that compare the fiscal impacts of different land uses. To download their “Cost of Community Services” Fact Sheet, go to <http://www.farmlandinfo.org/cost-community-services-studies> or http://www.farmlandinfo.org/sites/default/files/COCS_08-2010_1.pdf.

Idaho Gem Grants (IGG) – IGG is state program to assist rural communities with small infrastructure projects. These are state funds and thus do not include most of the requirements associated with federal grants. The bidding rules associated with this program are the same ones required of cities and counties under Idaho Code. Go to <http://commerce.idaho.gov/communities/community-grants/idaho-gem-grant>. Contact Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780.

The City of Jerome uses both Urban Renewal and non-profit development corporation to manage and improve its industrial park. Go to <http://www.ci.jerome.id.us/index.html>. Contact: Mike Williams, City Administrator, mwilliams@ci.jerome.id.us, 208-324-8189 x 102

This link from the Canyon County website does a pretty good job explaining the math of tax increment financing in Idaho. <http://www.canyonco.org/Elected-Officials/Assessor/Urban-Renewal.aspx>

This link from the Ketchum Urban Renewal Agency offers a comprehensive list of Idaho projects completed through the use of Urban Renewal <http://ketchumura.org/wp-content/uploads/2012/01/Microsoft-Word-Final-Spurring-Private-Investment-and-Creating-Jobs-in-Idaho-2-15-12FINALDRAFT.pdf>

Rocky Mountain Power’s WattSmart program offers a number of incentives for energy efficiency. <https://www.rockymountainpower.net/env/ws.html> Contact wattsmart@rockymountainpower.net, 1-800-222-4335.

The Idaho Office of Energy Resources offers low interest loans for energy efficiency improvements for commercial buildings. Contact: Tammy Japhet tammy.japhet@oer.idaho.gov, 208 332-1663.

The Database of State Incentives for Renewable Energy offers a comprehensive list of state, utility company and federal incentives for energy efficiency. Go to <http://programs.dsireusa.org/system/program?state=ID>.

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

The National Main Street Center is a membership organization that offers a number of downtown improvement resources. A basic membership is \$250 per year. Go to <http://www.preservationnation.org/main-street/>.

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. <http://commerce.idaho.gov/communities/main-street> Contact: Jerry Miller, jerry.miller@commerce.idaho.gov 208-287-0780.

Old Town Pocatello (OTP) is one of Idaho's oldest and most successful downtown improvement programs. OTP is a member of the National Main Street Center and may have some marketing, beautification and preservation ideas that might work in Preston. <http://www.oldtownpocatello.com/> Contact: Stephanie Palagi, executive director spalagi@oldtownpocatello.com 208-232-7545.

The Downtown Driggs Community Association is the downtown improvement group for the City of Driggs and nationally designated Main Street™ community. <http://www.downtowndriggs.org/> Contact: Doug Self, AICP, Community Development Director dself@driggsidaho.org 208-354-2362.

The Idaho Certified Local Government programs offers grants and technical assistance for participating communities. <http://history.idaho.gov/certified-local-government-clg-program> Contact: Tricia Canaday tricia.canaday@ishs.idaho.gov 208 334-3861 ext. 102.

Operation Facelift is a project of the Southern Idaho Economic Development Organization that's inspired many Idaho communities to spruce up their downtowns. Go to this article: http://www.expansionsolutionsmagazine.com/091011_siedo or call 208-731-9996.

Roads and Infrastructure

Community Comments and Concerns

Concerns and questions about paying for future growth

Many people in Preston shared with the Visiting Team concerns about the cost of expanding services and infrastructure as growth occurs. Real estate and business interests are concerned that current policies place too much of this cost on their shoulders. For example, people developing property fronting on an unimproved street right-of-way must construct the street as part of the development process. In the view of such interests, this and similar policies unintentionally encourage development to look to unincorporated areas of Franklin County. Likewise, both residential and commercial property owners do not want to be saddled with a disproportionate share of this cost (in the form of increased taxes). Shifting more of this cost to future homeowners effectively increases the cost of renting or purchasing a new home.

Based on conversations held during the community review, it's safe to say that all who have a financial stake in the future of the community would support an effort to consider how shouldering the cost of new development might be balanced between existing and future property owners.



Questions about infrastructure capacities and needed improvements

The Visiting Team heard uncertain and in some cases different opinions about the current capacity and condition of the community's sewer, water, electrical, and high-speed Internet. In some cases, objective information seemed to be lacking or out of date. We also

noted the absence of a clear vision for the community's future that could help guide infrastructure planning and capital improvement projects. In the area of wastewater treatment, there appears to be capacity to support future growth, but the condition of the underground collection system is a significant concern. The limited capacity of the water system, on the other hand, is currently placing a limit on growth.

Strong support for transportation improvements

The Visiting Team heard numerous comments related to transportation. Most of them point to a desire for improved local streets and strong support for increasing the safety and appeal of walking and biking as a form of transportation and recreation. In some areas (e.g., downtown) accessibility for people with disabilities is an issue of concern.

Highway access policies perceived to be unfair and inflexible by adjoining property owners also come up as a significant concern. Many expressed their hope for better coordination and cooperation among all parties involved.

We heard from a few people that downtown parking is an issue, but residents didn't give this as a reason they don't support local businesses more often.

Planning and zoning challenges and concerns

Challenges and concerns related to the administration of planning and zoning policies came up throughout the community review, including in the context of the Roads and Infrastructure focus area. They are fully described in the Economic Development focus area.

Intergovernmental relations

Concerns about the state of relations between different units of government came up most notably when the relationship between the City of Preston and Franklin County was discussed. The typical comment can be stated as, "It's not great, but it's better than it used to be." The lack of an area of city impact agreement and the failure of the City and County to agree on area of city impact boundary strongly suggest there is still room for improvement.

Education, airport, and health care facilities and services recognized as important assets

The schools, hospital, airport, and related support systems were widely and proudly viewed as important assets to maintain and improve. In the area of education, the ability to take college-level classes and earn college credit was appreciated by high school students. The Visiting Team also heard (and the results of the community review survey suggest) strong interest in additional post-high school professional technical education opportunities.

The Visiting Team was made aware of recent facility and equipment improvements at the Franklin County Medical Center. We also gained an appreciation for the economic value of the hospital as an employer and as an asset that attracts new residents and allows longtime residents to remain in the community. Hospital leadership expressed the importance of continuing to improve health care services and facilities, and the hospital specifically. Such improvements will help ensure the Medical Center remains owned and operated by the people of Franklin County.

The Roads and Infrastructure Focus Area is abbreviated as "RI" throughout the following opportunities areas and recommendations.

Roads and Infrastructure Opportunity Areas

RI Opportunity Area 1: Clarify infrastructure capacities and capital improvement needs

Several conversations and site visits conducted during the community review left the Visiting Team with the impression that the community needs to gain a more complete and objective understanding of its infrastructure systems' existing conditions and capacities. In some cases, we also noted master plans for specific infrastructure systems are either non-existent or in need

of being updated. The infrastructure planning recommended below will identify capital improvement needs, operational and policy changes, and financing options needed now and in the future.

Recommendations

- RI 1.1 Identify and prioritize infrastructure systems plans that need to be updated.
- RI 1.2 Clarification of capacities and needs will require a consideration of future development both inside City boundaries as well as within the area of impact. As such, the area of impact must be identified quickly if infrastructure and capital improvements are to be adequately identified and addressed
- RI 1.3 The City should consider assisting developers with the upfront cost of developing new infrastructure. This is not to say that the City should utilize general or enterprise (utility) funds to pay for these improvements. At the same time, the City should look at the long-term benefits of economic development.

With growth comes the requirement to increase or improve infrastructure and services to maintain an existing level of service. The average response time for police and fire calls is an example of a level of service. As a city grows, additional police officers and equipment or a new fire truck will be needed to maintain the existing level of service or the level of service will decline. New roads also need to be built and maintained. Planners refer to the process of paying for growth in a way to maintain existing levels of service as “concurrency planning.” As part of updating and implementing the Comprehensive Plan, Preston should engage residents and businesses of Preston in a conversation about how the costs of growth should be split between existing residents and people buying new homes or constructing new commercial buildings. This conversation should also help educate residents about the relationship between residential and commercial development. In general, the tax revenue generated by commercial development helps cover the cost of community services required by residential development.

According to the American Farmland Trust, “Cost of Community Services studies conducted by over the last 20 years show that working lands (including farmland) generate more public revenues than they receive back in public services. Their impact on community coffers is similar to that of other commercial and industrial land uses. On average, because residential land uses do not cover their costs, they must be subsidized by other land uses. Converting agricultural land to residential land use should not be seen as a way to balance local budgets.”

Here are some strategies that could be used to cover infrastructure costs.

- Grants – The city should consider seeking grant assistance for public infrastructure supporting business development. This could help lower the upfront cost imposed upon a developer.

- **Equity Buy In** – Equity Buy In is the concept of charging developers a fee for connecting into infrastructure that was bought and paid for prior to the development project. This is not an “impact fee” whereby developers are charged for future impacts imposed upon city services and infrastructure. Equity Buy In was upheld by the Idaho Supreme Court in the case of *Loomis v The City of Hailey* Case No. 18321. Here is how Equity Buy In works. For example, let’s say developer A pays \$100,000 to build a 100’ road – 50’ that his or her property fronts on and another 50’ to connect to an existing street. Developer B builds a home across the street fronting 25’ of the road constructed by Developer A. Developer “B” would then be charged a fee of \$25,000 that would then be refunded to developer A.
- **Local Improvement Districts (LID)** – An LID allows a city or county to build localized infrastructure with the benefiting property owners paying an assessment or fee above and beyond their tax bill. Assessments can be paid up front or can be billed in installments. Using the installment route reduces the upfront costs associated with getting a development started. Cities can take out long term debt on behalf of an LID without a bond election or obligating the City’s general fund or other budgets. The LID debt is secured with liens that are placed on the benefiting properties.
- **Urban Renewal/Tax Increment Financing (TIF)** – The concept of TIF is to use new tax dollars generated from the increase in property values to pay off the debt used to finance the infrastructure improvements. The urban renewal agency assumes responsibility of the debt, which protects the city. Since the TIF relies on new money, none of the local taxing districts (e.g. school district, fire district, etc.) sees a reduction in their tax revenues. Recent reforms approved by the Idaho Legislature prevent TIFs from being abused to pay for projects beyond their initial purpose. A 50% plus 1 vote is required to create an Urban Renewal Agency.

RI Opportunity Area 2: Align infrastructure projects and policies with community vision and goals related to future development

The Visiting Team encourages the City of Preston to review infrastructure-related policies to identify changes that would encourage development that is more consistent with the community’s long-term vision. This opportunity is closely related to ED Opportunity Area 1 on page 32. The community is more likely to grow in a way that protects the qualities you value most if your infrastructure (and planning and zoning) policies being administered in the present are consistent with your preferred vision of Preston’s future. Extension of city sewer and water to currently undeveloped or under-developed properties is one obvious example of such policies.

Recommendations

- RI 2.1 Update the City of Preston Comprehensive Plan. See ED 1.1 for more details.
- RI 2.2 Promote infill development to reduce infrastructure costs per capita and protect high-quality farmland. To the Visiting Team, Preston appears to have significant opportunities for infill development within the existing city limits. Infill development is the process of developing vacant or under-used parcels within existing built areas.
- RI 2.3 Idaho cities can and sometimes do extend city services to properties within the area of city impact. As part of the Comprehensive Plan update process and effort to establish the area of city impact, the City of Preston should identify the conditions in which city services would be extended to properties with the area of city impact.
- RI 2.4 Review existing infrastructure-related fees and rates to ensure all services are financially stable, sustainable, and supportive of future capital improvement needs. Update fee and rate structures as appropriate.
- RI 2.5 Encourage development agreements between the City and owners or developers of land to facilitate completion of transportation and other infrastructure projects. Authorized by Idaho Code 67-6511A, development agreements are commonly used in land development projects that involve re-zoning and/or annexation.

RI Opportunity Area 3: Improve transportation infrastructure, with emphasis on: (1) improving streets in existing unimproved rights-of-way, and (2) increasing opportunities for safe and enjoyable walking and biking.

During its time in Preston, the Visiting Team identified a variety of recommendations that, if pursued, would improve the community's transportation system. Some of these recommendations respond to the strong support for improving conditions for walking and biking voiced by residents and leaders. Other transportation issues discussed by the Visiting Team include transit, access along highways, Americans With Disabilities Act accessibility, and maintenance of both paved and unpaved roads.

Recommendations

- RI 3.1 Identify policy changes and funding mechanisms that could help construct streets within existing dedicated street right-of-ways. These efforts would help facilitate infill development in situations where street construction is prohibitively expensive for owners of currently vacant individual building lots.
- RI 3.2 If one does not exist, form a transportation advisory committee to identify, prioritize, and help educate the community about needed transportation improvements. Make sure you include a diverse set of stakeholders, including (for example) biking and walking advocates, school representatives, youth, parents, seniors, people with disabilities, health professionals, Hispanic residents, city elected and appointed leaders, and business owners.

- RI 3.3 Conduct a biking and walking audit. Make sure to ask people with disabilities to participate in this process to identify accessibility issues and concerns.
- RI 3.4 Develop a bike and pedestrian network, focusing on routes that connect popular destinations such as the Franklin County Fairgrounds, Oneida Stake Academy, Stokes, parks, schools, and downtown. See Tourism, Heritage, and Recreation Opportunity Area 4 on page 66 for additional recommendations.
- RI 3.5 Develop a “safe routes to school” program and prioritize related improvements.
- RI 3.6 Explore effective, affordable, and environmentally preferable methods of maintaining dirt and gravel roads.
- RI 3.7 Recommendations related to State Street:

- The opportunity to improve State Street for walking and biking should not be solely focused on walking up and down the street; they should focus just as much on making it easier for people crossing State Street when traveling between two destinations (e.g. the library and city hall).
- Consider improving and re-striping State Street so that the right-of-way includes two 11-foot travel lanes, center turn lane, parallel parking, and bike lanes on both sides of the street.
- Curb extensions and more prominently identified cross walks at downtown intersections (see example photo below) would make downtown more people-oriented and safe and attractive for pedestrians and cyclists.



RI Opportunity Area 4: Continue to invest in education, health care, and broadband Infrastructure

The final opportunity area covers three services and related facilities that are key to recruiting and growing businesses: schools, health care, and broadband. Many residents and community leaders expressed their appreciation for them during the community review. The recommendations below recognize the importance of maintaining and improving these services.

Recommendations

- RI 4.1 Franklin County, the hospital, and other health care stakeholders should continue engaging the community in efforts to improve health care facilities and services. If not

already in place, the hospital should develop mechanism for reaching out to the community to solicit feedback and ideas for improvement. As is the case with many hospitals in rural communities, a complacent attitude or an assumption that there will always be local control of the hospital could put Preston's health care facilities and services at risk.

- RI 4.2 The hospital and other health care stakeholders could create a community advisory committee to advise health care facilities regarding the improvement of community relations and perceptions and future expansion of facilities and services. If you keep the community engaged by educating them about the challenges and asking them to help develop solutions, they will be more likely to be supportive at the ballot box down the road. This is true in the area of health care, but also education.
- RI 4.3 Conduct a series of focus groups and/or conduct a survey to identify prevalent healthcare-related opinions and priorities among residents of Preston and Franklin County. Collecting this information will help increase your understanding of the health care services that are currently being exported outside Franklin County.
- RI 4.4 The presence, or lack, of adequate and affordable broadband infrastructure in a community is indicative of future development potential. Constant attention to development of leading edge broadband technologies and delivery methods will be critical.

Roads and Infrastructure Resources

The USDA Rural Development Community Facilities (CF) Program has a limited amount of grant funds available to assist in the development of essential community facilities (including infrastructure, streets, roads, and bridges) in rural areas and towns of up to 20,000 in population. Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Grants are available to public entities such as municipalities, counties, parishes, boroughs, and special-purpose districts, as well as non-profit corporations and tribal governments. Contact Dale Lish, dale.lish@id.usda.gov, 208-785-5840, ext 119.

For additional Rural Funding Resources see <http://ric.nal.usda.gov/Rural-Federal-Funding-Database>. Also see A Guide to Funding Resources is available here: <http://www.nal.usda.gov/ric/ricpubs/fundguide.html>.

The Idaho Rural Water Association circuit rider program could provide further input on questions regarding the capacity and condition of the water and wastewater systems. Go to <http://www.idahoruralwater.com/Pages/default.aspx> or call 208-343-7001.

The Blue Cross Foundation Grant program funds, among other things, community walking and biking trails. Go to <http://www.bcidahofoundation.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>.

Idaho Smart Growth provides assistance to communities working to become more walkable and bikable as they grow. Go to www.idahosmartgrowth.org. Contact 208-333-8066.

Community Pathways in Idaho Falls. Go to <http://www.communitypathways.com/>. Contact Chris Daly, IFCommunityPathways@gmail.com.

Bannock Metropolitan Planning Organization. Go to <http://bmppo.org/>. Contact DaNiel Jose, Bike/Ped Coordinator.

Eastern Idaho Public Health in Idaho Falls. Go to <http://www.phd7.idaho.gov/>. Kaylene Craig, 208-522-0310.

The Idaho Department of Transportation has a website with information and links to ITD initiatives related to bicycling and walking, tips and resources for bicycling and walking in Idaho, information on how bicycle and pedestrian projects are implemented, as well as useful links to other organizations that are committed to bicycle and pedestrian mobility. Go to http://itd.idaho.gov/bike_ped/proposals.htm and http://itd.idaho.gov/bike_ped/FundingGuide2013.pdf.

The Center for Transportation Studies at the University of Minnesota publishes a Gravel Road Maintenance and Design Manual. Go to <http://www.mnltap.umn.edu/publications/videos/gravelroadmaintenance/>.

The Transportation Research Board publishes resources related to selecting chemical treatments for unpaved roads. Go to <http://docs.trb.org/prp/14-3437.pdf>.

The Local Highway Technical Assistance Council provides a variety of educational opportunities and other assistance to local jurisdictions and transportation agencies in rural Idaho. Go to <http://lhtac.org/>. Contact lhtac@lhtac.org or 208-344-0565.

Idaho Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Contact Cynthia Gibson at 208-286-1628, Cynthia@idahowalkbike.org.

A partial list of Idaho cities and/or counties who have successfully built community or greenbelt-like trail systems includes:

Pocatello/Bannock County	Weiser/Cambridge/Washington County
Driggs/Teton County	Boise/Garden City/Eagle/Ada County
Glenns Ferry	Star
Ketchum/Hailey/Blaine County	Middleton
Kootenai County/Coeur d'Alene Tribe	Twin Falls/Twin Falls County
Lewiston	Sandpoint/Bonner County
Moscow/Troy/Latah County	Soda Springs
McCall/Valley County	

In some cases, success has been made possible by the creation of a non-profit organization specifically formed to fund and construct a trail or trail system. The Latah Trail Foundation is one example (<http://www.latahtrailfoundation.org/default.aspx?PageID=1>, 208- 874-3860, latahtrail@gmail.com). Other communities have started out by forming a pedestrian and bicycle advisory committee. In nearly every example, success has required the passion, organization, and advocacy of local citizens and community groups.

The Center for Transportation Studies at the University of Minnesota publishes a Gravel Road Maintenance and Design Manual. Go to <http://www.mnltap.umn.edu/publications/videos/gravelroadmaintenance/>.

The Transportation Research Board publishes resources related to selecting chemical treatments for unpaved roads. Go to <http://docs.trb.org/prp/14-3437.pdf>.

For more on gravel road maintenance, contact Jason Giard at the Federal Highway Administration office in Boise. He's one of the operations engineers and he's had a long career with Montana DOT, FHWA and is a real expert on alternative maintenance options. Contact Jason Jason.giard@dot.gov or 208-334-9180(ext. 123).

The Congestion Management and Air Quality (CMAQ) program provides funding for PM2.5 non-attainment areas, of which Preston is part. Funding must be used transportation-related projects that contribute to air quality improvements and reduce congestion. Franklin County is the only PM 2.5 non-attainment area in the state. The state is not required to spend the CMAQ funds, but if they do, they can only use them in PM2.5 non-attainment areas. For more information, contact Chris Peirsol, ITD Senior Transportation Planner for District 5 (208-239-3300, chris.peirsol@itd.idaho.gov) or Brian Shea, ITD headquarters in Boise (208-334-882, brian.shea@itd.idaho.gov). Local officials should also be in contact with Dwight Horsch, ITD Board Member representing District 5.

For an example of a very good local advocacy group that makes recommendations to the city on Bike and Ped look at Bike Walk Nampa. LaRita Schandorff is the lead. bikewalknampa@gmail.com. They also have a fantastic bike/ped plan that would be a good model.

Chris Danley, Vitruvian Planning, has done a lot of work with communities for Safe Routes to School, Health Impact Assessments, and he recently developed a walk audit clinic for communities. He does really hands on work to help build support for bike and pedestrian projects in small communities. Contact him at cdanley@vitruvianplanning.com.

The Sonoran Institute's New Mobility West program does concept planning and technical assistance type training on particular corridors. Contact Jillian Sutherland, jsutherland@sonoraninstitute.org.

The Local Highway Technical Assistance Council can help Preston and Franklin identify potential funding for highway safety and other transportation projects. Contact Laila Kral at lkral@lhtac.org.

The Blue Cross/Blue Shield Foundation has provided money for planning and projects that encourage active living (e.g. biking and walking). Contact Kendra Witt-Doyle, kwitt-doyle@bcidaho.com.

For models of good Safe Routes to School programs, look at Idaho Falls, Sandpoint, and the Treasure Valley. For Idaho Falls, contact DaNiel Jose (DJose@bmpo.org). For Treasure Valley contact Lisa Brady for the YMCA Safe Routes Program (Lisa.Brady@ymcatvidaho.org).

Tourism, Heritage, and Recreation

Community Comments and Concerns

High value placed on outdoor recreation

Appreciation for nearby outdoor recreation opportunities came up repeatedly in conversations throughout the community review. Hunting, fishing, camping, snowmobiling & ATV riding, boating & waterskiing, inner tube floating, mountain bike riding, and horseback riding were the most frequently named activities that Preston area residents enjoy. Specific places mentioned most often included Bear Lake, Bear River and the Oneida Narrows, and Willow Flats. The Visiting Team was made aware of the social, cultural, *and economic* value of these outdoor recreation opportunities.

Concerns were expressed about current and potential restrictions intended to prevent the spread of invasive zebra and quagga mussels into Idaho from Utah, Nevada, and other southwest states. There is concern that these efforts could limit or reduce the recreational (and economic) value of area lakes and rivers.

The previously proposed Bear River Narrows Hydroelectric Project is another topic about which people in the Preston area are passionate. If eventually built, the dam on the Bear River would store water for irrigation, creating a 4.5-mile reservoir in what is now the Oneida Narrows. The project is currently undergoing environmental analysis.

Importance of community events

The Visiting Team heard loudly and clearly that Preston's annual events are both socially important to the community and economic significant to local businesses. The list of most important community events begins with That Famous Preston Night Rodeo in July and the Festival of Lights in November. Other significant community events that residents mentioned often included:

- Preston Rotary Fireworks Spectacular
- Franklin County Fair
- Franklin/Idaho Days
- Heritage Day
- July's Skys Air Show
- Commemoration of Bear River Massacre

Some communities in Franklin County shared their mixed experience with supported long distance bike touring and racing. In some cases, participating bike riders have not been as responsible and respectful as residents and community leaders would like. There have also been instances where large groups of bike riders have temporarily impeded the movement of agricultural equipment on the roads.

Respect for historical and heritage sites and buildings

The Visiting Team noted the reverence and respect Preston has for its historical sites and events. The long-term effort to relocate, restore, and reuse the Oneida Stake Academy is both impressive and culturally significant. Other sites of note discussed during the community review include the Bear River Massacre site, Franklin City Historic District, and Worm Creek Opera House. While not historic, the Preston library was also mentioned by many people as a community treasure. The Bear River Heritage Area that spans seven counties in northern Utah and southern Idaho was also recognized as a significant asset.

Preston Home Team members clearly recognize that the continued improvement and promotion of the above cultural and historical sites is an important component of increasing the number of visitors to Preston and Franklin County.

Desire for new community park and recreation facilities

Preston residents appreciate the community's park and recreation facilities. The parks, golf course, fairgrounds/rodeo grounds, and shooting range were the most frequently mentioned responses when residents were asked about the recreation facilities they most value.

The Visiting Team also took note of interest in new park and recreation facilities. Preston residents expressed significant support for a linear greenbelt pathway, better and safer amenities for walking and biking in general, a pool (especially a "splash pad"), recreation center with gym, a new community or neighborhood park, and additional recreation programs.

Tourism, Heritage, and Recreation Opportunity Areas

THR Opportunity Area 1: Use effective marketing to attract visitors and potential residents

Like many Idaho communities, Preston is interested in understanding how it can most effectively attract visitors to enjoy the area's many recreational and cultural opportunities while supporting local businesses, events, and organizations. Our recommendations below offer some suggestions based on what is working elsewhere in the state. They also reflect the following principles:

- People are drawn to places that offer them things to *do*.
- People are increasingly "shopping" for places to go and things to do on-line. If they can't go on-line and see what your community has to offer, they're far less likely to visit. Images, videos, and comments written by other visitors are all important forms of visitor-related marketing.
- Some people who come to know a place as a visitor eventually become residents. Sometimes, they bring businesses with them or start a business after they relocate.

Recommendations

- THR 1.1 Audit Preston and Franklin County's on-line presence. In this assessment, see what you can find about the area through Facebook, Youtube, Yelp, TripAdvisor, and similar sites. This assessment can show you where improvement is needed.
- THR 1.2 Clarify Preston's and Franklin County's desired brand. Your community brand is comprised of the images and thoughts that come to mind when people think of hear the name Preston. What do you want this brand to be and how can you support it through consistent marketing? Additional information about community branding is found in Appendix H.
- THR 1.3 Identify one or more people to represent Preston and Franklin in the Pioneer Country Travel Council. During the community review, the Visiting Team learned that there is no longer a person in this role, as there once was.
- THR 1.4 Fully participate in and support the Bear River Heritage Area. The Bear River Heritage Area does a great job of marketing the area to visitors. The more they know about activities and events in Preston and Franklin County, the more you will benefit.
- THR 1.5 Develop ways for Preston's visitors to share their photos and experiences via social media.
- THR 1.6 Evaluate hospitality needs and services.
- THR 1.7 Expand marketing efforts to make visitors coming to That Famous Preston Night Rodeo and other major events aware of other activities and attractions available in the area — that they might enjoy while in Preston for the rodeo and/or at other times of year. Currently, the Rodeo's website (www.prestonrodeo.com) doesn't have any information about other attractions or links to other websites such as the Greater Preston Business Association's site. Events like the Rodeo are also an excellent opportunity to tell people Preston is a great place to live, raise a family, and own a business.
- THR 1.8 Update and expand the Franklin County Visitor's Guide — and make sure it's available on-line.

THR Opportunity Area 2: Preserve and interpret historically and culturally significant sites and structures

The Visiting Team was impressed by the respect and appreciation the community has for its historical and cultural sites. These sites and the events associated with them help define Preston and Franklin County's unique sense of place (i.e., the qualities that set you apart from

other communities). We also noted a recognition that these sites — particularly if additional investments are made in them — can help bring visitors to the area. The Visiting Team’s recommendations encourage, among other things, greater coordination and collaboration across the County and larger region to achieve goals related to cultural (or heritage) tourism.

Recommendations

THR 2.1 Recognize that your culture and history helps attract visitors – who spend money in local businesses. See Appendix I for information about cultural (aka heritage) tourism.

THR 2.2 Continue the effort to restore and reuse the Oneida Stake Academy in order to fully realize the project’s cultural and economic benefits. The Visiting Team invites project supporters consider the following ideas:

- Continue pursuing completion of the visitor information center and begin marketing and using it as soon as possible.
- Visit other visitor centers in the region to collect ideas you can adapt to the Oneida Stake Academy.
- Brainstorm other events that could be held in the visitor center space (e.g. public presentations on historical, cultural, or natural resource topics; fundraising events; potlucks, other community gatherings).
- Secure and weatherize the remainder of the building until funds are available to complete future phases.
- Display renderings of completed restoration project at and solicit donations at the visitor center.

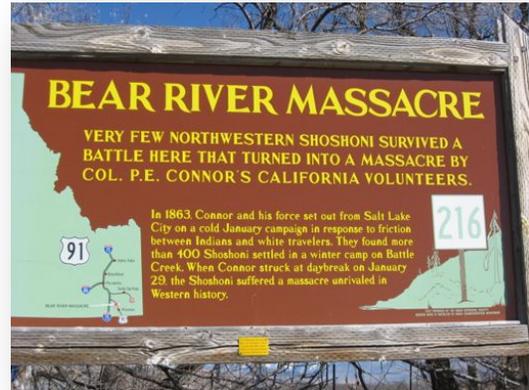


THR 2.3 Assess which buildings in the downtown area are eligible for listing in the National Register of Historic Places. The Oneida Stake Academy is already on the National Register. Extend this research into adjacent residential neighborhoods.

THR 2.4 Develop a historic walking tour of downtown that single out noteworthy buildings. Install signage to tell stories associated with specific buildings and sites of buildings that are no longer present. Such signs should talk about things that happened at specific locations as much as about the buildings themselves.

THR 2.5 Consider forming a downtown historic district and becoming a Certified Local Government. See Appendix J for information about the benefits and process related to creating a historic district.

THR 2.6 Bear River Massacre site. Reach out to the leadership, history, and cultural resources people at the Northwestern Band of the Shoshone Nation in Pocatello, ID and Brigham City, UT to determine if or how the community can support efforts to preserve the Massacre site through interpretation of the Massacre history and the history of the Tribe, participate in the annual Massacre



Commemoration, and generally build goodwill between Native and non-Native people. One idea is to hold an annual cross cultural (i.e. Native and non-Native) community feast, cultural or historical presentation, or other event that promotes friendship and understanding. In addition, the Tribe could be invited to develop a powwow or other event in conjunction with That Famous Preston Night Rodeo. The library or other community organization could create an opportunity to Non-Native residents to learn about Native history, culture, and contemporary issue in the upper Cache Valley.

THR Opportunity Area 3: Continue to develop Preston's community events

Below the Visiting Team offers several recommendations intended to build on and improve Preston and Franklin County's successful community events. These events not only draw visitors; by depending on much good will and volunteer effort, they also reinforce Preston's sense of community. We also offer a few thoughts regarding topics or themes that could be incorporated into existing events or become the focus of new events.

Recommendations

THR 3.1 Whether individually or collectively, communities in Franklin County should develop a set of expectations that future bike racing or touring events must meet. Being clear about such expectations and the consequences of not meeting them, will hopefully reduce if not prevent future frustrations and tensions.

THR 3.2 Take steps to expand the Festival of Light event in November. For example:

- Work with Rocky Mountain Power to upgrade connections, fixtures, and electrical service in the downtown area in order to place lighting on street trees and buildings.
- Expand decorations to city park
- Grow parade to 40 or more entries.
- Increase live entertainment following the parade

- Encourage decorating of homes by, for example, re-instituting an awards program.

THR 3.3 In recognition of its cultural and economic importance, create a new annual event celebrating the Bear River (e.g. “Bear River Days”). If such an event already exists, the Visiting Team did not hear about it during the community review.

Opportunity Area 4: Invest in park and recreation facilities and programs

While the predominantly older Preston residents who responded to the pre-review community survey expressed a high level of satisfaction with park and recreation facilities, we heard a slightly different story from people we spoke with during the community review. We recorded strong support for improved and new park and recreation amenities at the community meeting held on March 3, 2015 and at the numerous community listening sessions conducted the following day. The Visiting Team’s recommendations with respect to both recreation facilities and programs are described below.

Recommendations

THR 4.1 The Visiting Team believes the community needs a better, more complete understanding of its park and recreation needs. Inventorying what you have and assessing demand for increased services and facilities should be part of the effort to update the Preston Comprehensive Plan or a separate Park and Recreation Master Plan could be developed. Either way, the community needs to prioritize its needs. Doing so will make grant writing and other fundraising efforts more successful.

THR 4.2 The Visiting Team documented strong community interest in a “splash pad” or other aquatic amenity. The Team feels that this project should be given serious consideration, beginning with the creation of a related vision and feasibility study.



THR 4.3 Several residents voiced their opinion that Preston needs a youth and family center that provides recreational and other services. When asked for more details, the need for a gym and support for youth and families in need were mentioned.

Any effort to build a youth and family center should include (and probably begin with) a detailed assessment of how gyms and other school facilities are being used after school, on weekends, and during the summer to determine if there are opportunities to expand use or to document that they are being used to the maximum extent possible. Any effort to create a new community recreation center must involve

documentation that school facilities and private gyms are not meeting and cannot meet a significant need.

- THR 4.4 Develop a vision for a linear, greenbelt multi-use path. The Visiting Team identified at least one potential location for such a path along a small creek on the east side of town. More specifically, the potential route begins at the east end of E. Second S. 4th, extends south between Oakwood Drive and S. 1200 E., turns west, running parallel to East Valley View Road and ending in the area of Preston Junior High School and Preston Business Center. This path would connect to and be part of the larger pedestrian and bike network (See RI Opportunity Area 3). Obviously, the creation of the greenbelt path described above would require the involvement and support of the current or future property owner(s) and could be a subject of discussion if and when these properties are developed at some point in the future.



Tourism, Heritage, and Recreation Resources

Idaho Commission on the Arts provides assistance and grants for a variety of arts-related projects. They also support the development of arts organizations. Go to <http://www.arts.idaho.gov/>. Michelle Coleman, Community Development Director, 208-334-2119, michelle.coleman@arts.idaho.gov.

The National Endowment for the Arts provides tools and articles on strategic planning on their website. <http://www.nea.gov/resources/Lessons/index.html>.

The Urban Institute publishes a free book titled *Culture and Commerce: Traditional Arts and Economic Development* that may be helpful in talking with business owners and community leaders about supporting the arts. http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf.

ArtPlace is an organization working to accelerate creative place making in the United States offers grants to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to make transformative impact on community vibrancy. Go to <http://www.artplaceamerica.org/>.

Idaho Nonprofit Center provides education and networking opportunities to nonprofit organizations on a variety of issues, including organizational development, fundraising, and collaboration. Go to www.idahononprofits.org.

Idaho National Laboratory's Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.

Two Degrees Northwest is a cultural tourism effort based in north central Idaho and southwest Washington coordinated by the University of Idaho Extension. <http://www.2dnw.org>. Lori Higgins, 208-885-9717, Higgins@uidaho.edu.

The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to www.idahohumanities.org. 208-345-5346.

Idaho State Historical Society's Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, keith.peterson@history.idaho.gov, 208.882.1540.

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/>.

Idaho Regional Travel Grant Program funds projects related to developing tourism-related amenities and marketing. Go to <http://commerce.idaho.gov/tourism-resources/itc-grant-program>. Contact Jill Eden, jill.eden@commerce.idaho.gov, 208-334-2650 ext 2161.

As a way to promote tourism, the *Visit Salmon Valley* website is an excellent example for Preston and Franklin County. Go to <http://www.visitsalmonvalley.com>.

Destination Development International is a community branding and tourism consulting firm based in Seattle offering several branding-related workshops, trainings, and a resource book entitled "*Your Town: A Destination*" (<http://tinyurl.com/7v5l6h9>). Notes from a presentation by one of the book's co-authors is available here: <http://tinyurl.com/6mchhtp>. Additional contact information: <http://www.destinationdevelopment.com>, Roger Brooks, 206-241-4770.

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/>.

The Sierra Nevada Geotourism Project contributes to the economic health of the region by promoting sustainable tourism and is a partnership between Sierra Business Council, Sierra Nevada Conservancy and the National Geographic Society. Go to <http://sierrabusiness.org/what-we-do/projects/356-sierra-nevada-geotourism>.

Some communities have used New Markets Tax Credits to rehabilitate historic buildings, which then become the cornerstones of their downtowns. In Idaho, New Market Tax Credits are administered by the Montana Community Development Corporation. Go to <http://mtcdc.org/loans/new-markets-tax-credits/>. Contact Dave Glaser, 406-728-9234 ext 211, daveg@mtcdc.org.

The National Park Service has a historic tax credit that can be paired with New Market Tax Credit. Go to: <http://www.nps.gov/tps/tax-incentives.htm>.

Fred Walters, architectural historian with the Idaho Heritage Trust, will tour historic buildings and give ideas as well as roughly evaluate condition of structures. Contact Executive Director Katherine Kirk at 208-549-1778. Go to <http://www.idahoheritage.org/>.

Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences. Go to <http://parksandrecreation.idaho.gov.aspx>. They also offer grants to communities looking to develop RV facilities. Go to <http://parksandrecreation.idaho.gov/idaho-recreational-vehicle-rv-program>. Contact Jennifer Park, jennifer.park@idpr.idaho.gov, 208-525-7121.

KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.

Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to [http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball tomorrow fund](http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball%20tomorrow%20fund).

The U.S. Soccer Foundation awards grants on an annual basis to support both soccer programs and field-building initiatives in underserved areas nationwide. Go to <http://www.ussoccerfoundation.org/>.

The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.

The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.

The Idaho Department of Parks and Recreation has grant programs for developing recreational facilities, including trails, restrooms, and related amenities. Many grants are in the \$50,000-\$150,000 range. Go to: <http://parksandrecreation.idaho.gov/about-parks-recreation>.

The Northwestern Band of the Shoshone Nation has offices in Brigham City, UT and Pocatello, ID. Go to <http://www.nwbshoshone.com/index.html>. Call 435-734-2286 in Brigham City and 208-478-5712 in Pocatello.

Boise-based Kessler-Keener Foundation creates events and supports other activities intended to increase understanding, respect, and friendship between Native and non-Native people in Idaho. Go to www.kesslerkeener.org or call Ed Keener at 208-429-0266.

The Nez Perce Tribe's annual Tamkaliks Celebration and Friendship Potluck near Wallowa, OR is a celebration and recognition of the continuing Nez Perce presence in the Wallowa Valley. Go to <http://www.wallowanezperce.org/index.php/tamkaliks-celebration>. Contact the Wallowa Band Nez Perce Trail Interpretive Center at (541) 886-3101 email: tamkaliks@gmail.com.

The offices for the Bear River Heritage Area are located in Logan, UT. Go to <http://bearriverheritage.com>. Contact the Lisa Duskin-Goede, Bear River Heritage Area Coordinator, lisad@brag.utah.gov, 435-752-7242.

The Pioneer Country Travel Council, Pioneer Country Travel Council, PO Box 669, Lava Hot Springs, ID 83246, 208-776-5221.

PART V A FOURTH FOCUS AREA

The community selected the three focus areas for the Preston Community Review. This community-driven approach is one of the Idaho Community Review program's greatest strengths.

In this section of the report, the Visiting Team identifies a fourth focus area. It is typically an area of concern discussed frequently by numerous residents and leaders participating in listening sessions and other meetings during the review, but *not* selected by the community in its application. It is often a subject that is applicable to all three focus areas.

The visiting team has selected "Community, Collaboration, and Communication" as the fourth focus area for the Preston Community Review. This additional focus area was selected by the Visiting Team based on the frequency that comments and concerns came up during the Community Review on the following topics:

- Encouraging greater understanding and appreciation between different interest and cultural groups in the community.
- Community involvement and consensus building
- Improving communication between the City and its residents
- Improving coordination and collaboration between government entities

In summary, a large number of Preston residents seem to want the following:

- Better understanding of who is doing what with regard to community and economic development.
- More Clarity about and an agreed upon vision for the future of Preston that various actions and decisions are aimed toward.
- City leadership, residents, and businesses in better alignment; less division and working at right angles to each other. More agreement on common goals, cooperation and collaboration.
- More interests represented and considered in community decision-making, so that there is not a small group of people make decisions for everybody.

Our recommendations related to the Visiting Team's Community, Collaboration, and Communication ("CCC") focus area are as follows.

CCC 1.1 Develop events and other opportunities to build cross cultural relationships and understanding. In particular, the visiting team strongly encourages efforts to build relations and goodwill with the Northwest Band of the Shoshone Nation.

CCC 1.2 Hispanic and non-Hispanic residents and leaders could seek out or create opportunities for collaborative and bilingual partnerships. This might involve common

interests such as civic groups, veteran's organizations, business owners, recreation, music, gardening, historic preservation, folklore, etc.

- CCC 1.3 Bring together a small group of residents that reflects the community's diverse cultures and religious traditions. Over time, this group would create larger opportunities to encourage friendship and understanding between community groups.
- CCC 1.4 The City could create a Hispanic Advisory Committee. This predominantly Hispanic committee would develop ideas to reach out and involve Hispanic residents in community affairs and projects.
- CCC 1.5 To increase volunteerism, the visiting team encourages Preston's community organizations to consider these general principles related to volunteer recruitment and development:
- ASK people to volunteer.
 - Ask volunteers to contribute for a specific project for a finite period of time. When this time period ends, ask them if they would like to continue volunteering.
 - Make the role of volunteers clear.
 - Celebrate accomplishments.
 - Encourage volunteers to contribute their ideas.
 - Thank people for their efforts.
 - Never underestimate the power of food to bring people together.
- CCC 1.6 The Visiting Team could not help noticing that some of Preston's largest employers were all but absent during the Community Review. We don't know if this is an anomaly or recurring pattern. If the latter, we hope this will change. Make it easy and attractive for your largest employers to become more involved in community and economic development organizations and efforts going forward. If they are not currently involved, ask them why.
- CCC 1.7 Those in local government, schools and other federally funded programs should assess requirements related to Limited English Proficiency. Once that is complete, take meaningful steps to remove barriers. In many cases, failure to provide bilingual outreach is a violation of federal law, and noncompliance can be costly and unproductive. Visit www.fairhousingforum.org and click the "Limited English Proficiency" link to learn more about requirements and solutions. More useful information is available from the same site by searching for "What Every County and City Needs to Know."
- CCC 1.8 If one does not exist, consider creating an interdenominational or ecumenical council. This group of faith leaders would meet regularly, promote civility, and sponsor or otherwise support efforts to heal social divisions and bring the community together. It's important that such a group reflect the diversity of the community.

- CCC 1.8 Reach out to and engage the people who completed “sign me up” cards during the Community Review to express their interest in being more involved in community and economic development activities. See Appendix K.
- CCC 1.9 If it does not have one, the City of Preston should consider creating a monthly or bi-monthly newsletter to help keep residents informed about City and community initiatives.
- CCC 1.10 Consider changing the City’s website to www.prestonidaho.gov or www.cityofpreston.gov to prevent any confusion and to make it clear that it is the site for the City of Preston (as opposed to a site promoting business, community events, or tourism).
- CCC 1.11 Create a community foundation to organize and coordinate financial and human resources in the community. Community foundations have proven to be successful ways for local residents to reinvest in their communities.

CCC 1.12 Make better use of Facebook to convey community information. This is a particularly important way to engage and inform youth and young adults. This same Facebook page can be used to promote events to people outside of Preston. Engage students in this project.



- CCC 1.13 Recognize annual high school class reunions as an opportunity to re-connect with and solicit support from alumni who no longer live in the area. For example, provide information to them about community goals and projects and create a vehicle for fundraising. Each class could sponsor a particular project or acquisition, contribute to a fund, or contribute volunteer hours. Reunions are also an opportunity to encourage alumni to return to Preston to live and/or start a business.
- CCC 1.14 Create one coordinated valleywide community calendar. It would include all information about community affairs, events, and volunteer opportunities. Provide for a Spanish-language version of this calendar.
- CCC 1.15 Create a list of bi-lingual residents willing to serve as volunteer translators for Spanish-speaking residents. These volunteers would then be called upon as needed.

CCC 1.16 Develop a youth advisory council or other forum that invites youth participation in government.

CCC 1.17 Encourage a culture of cooperation and collaboration by learning from what has worked in the past. As with any community working to improve the quality of life and economic prospects for its current and future residents, you will continue to find developing agreement among divergent interests challenging at times. When such situations arise, rather than focusing on what has not worked or not been accomplished in the past, we encourage you to step back and ask yourselves what *has* been accomplished. More to the point, what are the most satisfying, successful agreements that have been made in the past, how were they made, and what physical improvements and events did they result in?

If 100 people in Preston and Franklin County answered the questions above, consensus about the most successful agreements and accomplishments would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum. By asking and answering these questions for yourselves, you begin to see the truth about successful consensus building and collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or an outside consultant.

This approach to community and organizational development is referred to as Appreciative Inquiry.

Resources Related to Community, Collaboration, and Communication

“Social Capital Building Toolkit” by Thomas Sander and Kathleen Lowney is an October 2006 publication of the John F. Kennedy School of Government at Harvard University. Go to <http://www.hks.harvard.edu/saguaro/pdfs/skbuildingtoolkitversion1.2.pdf>.

“*A Positive Revolution in Change: Appreciative Inquiry*”, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999. This document and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. <http://appreciativeinquiry.case.edu/>.

“Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution”, Oregon Public Policy Dispute Resolution Center, March 2006 <http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.

Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.

Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to

<http://www.everyday-democracy.org/en/index.aspx>. Everyday Democracy also publishes 'Changing Faces, Changing Communities', which is intended to *help communities face the challenges and meet the opportunities raised by the arrival of newcomers and involve public officials*. Go to <http://www.everyday-democracy.org/en/Resource.23.aspx>.

"Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project". This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.

The National Coalition for Dialogue & Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. An impressive variety of resources are available for download at their website. <http://ncdd.org/>, 717-243-5144, info@ncdd.org.

"Women talking to bridge religious divide" is an article published in the January 8, 2005 Deseret News about nine women who came together to build interfaith friendship and understanding in Utah. Go to <http://www.deseretnews.com/article/600103090/Women-talking-to-bridge-religious-divide.html?pg=all>.

For State resources for bilingual programs under Title III, go to <http://tinyurl.com/7sqsfty>.

This article published by the Center for Rural Affairs highlights the benefits of a culturally blended community. Go to <http://www.cfra.org/ruralmonitor/2011/10/13/look-iowas-first-majority-hispanic-town>.

Several resources are found at the University of Idaho found Extension's Diversity, Equity and Inclusion website. Go to <http://www.extension.org/diversity>.

Idaho Inclusiveness Coalition is a nonprofit organization working to foster diverse and inclusive communities in Idaho. Go to www.idahoincludes.org.

Center for Community and Justice, which works with Idaho communities to address education and health care issues, may be able to offer cultural awareness training to both the Hispanic and Anglo communities. <http://comunidadjusticia.org/index.html>.

"Successful Strategies for Engaging the Latino and Hispanic Population" is a helpful article published by Michigan State University Extension. Go to http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population.

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

Partners for Prosperity has over 10 years of experience in community development throughout eastern Idaho and now other parts of Idaho as well. Go to <http://www.p4peid.org/>. Jessica

Sotelo, Executive Director, 208-785-0059, jessicas@p4peid.org.

DiversityWorks! is a consulting firm specializing in organizational development and cross-cultural understanding. Sam Byrd, President, 208-871-2711, sbyrd2@cableone.net.

Idaho Commission on Hispanic Affairs. Go to <http://icha.idaho.gov/>, 208-334-3776.

Idaho Human Rights Education Center can provide materials and assistance to help foster respect and appreciation for diversity. Go to <http://idaho-humanrights.org/>. Dan Prinzing, Executive Director, 208-345-0304.

Examples of successful Latino-led and focused events in eastern Idaho include the annual Cinco de Mayo Celebration in Idaho Falls (organized by that city's Diversity Council) and the Latino Food Fair (organized by local Catholic Church members).

"Governments are from Saturn..... Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government" is a publication available from the Municipal Research and Services Center. It is full of strategies the City could use to reconnect with citizens. Contact information for all strategies is provided. Go to <http://www.mrsc.org/publications/textsrcg.aspx>.

The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Their new on-line course on resolving land use disputes is found here: <http://www.cbuilding.org/2007/08/28/consensus-building-institute-presents-online-course/>.

The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. <http://www.heartlandcenter.info/publications.htm>, 800-927-1115. The Center publishes *Better Schools Through Public Engagement* (among many other publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.

Challenge Day is a nonprofit organization that provides youth and their communities with experiential workshops and programs that demonstrate the possibility of connection through the celebration of diversity, truth, and full expression. Several rural, suburban, and urban high schools in Idaho have partnered with Challenge Day. Go to www.challengeday.org, 925-957-0234.

PART VI FINAL THOUGHTS & NEXT STEPS

The Visiting Team ends its report to the community with the following thoughts. We hope they help you think about what might come next. We encourage you to take advantage of opportunities for continued assistance while at the same time keeping in mind that the future of Preston and Franklin County will be determined by what you, the residents and leaders, do. No one can do it for you.

Becoming an Entrepreneurial Community

Entrepreneurial communities engage all ages and social groups in community improvement efforts. Likewise, your success will likely hinge on involving a diverse and representative group of community members to take stock of local assets, gain an understanding of *what is* driving and *what can* drive the area's economy, create a shared community vision, and develop teams to focus on various aspects of that vision.

Many of the opportunities and recommendations described in this report will help Preston become more entrepreneurial. For overall guidance and assistance with this process, the visiting team encourages the communities to give special consideration to the recommendations and resources identified in the Economic Development focus area beginning on page 29, and *Part V: A Fourth Focus Area* beginning on page 71.

We also encourage community leaders and residents to "Like" the Idaho Community Review program on Facebook at www.facebook.com/IdahoCommunityReview.

Community Coaching for Grassroots Action

University of Idaho Extension faculty are available to work with Preston residents and leaders to get organized to implement community review recommendations by bringing a cross-section of the community together to identify assets, deepen understanding of economic drivers, conditions, and possibilities, create a vision, develop teams, and take action. The program, Community Coaching for Grassroots Action, is designed to build leadership capacity while establishing and moving toward shared goals for the community. The brochure for this program is included as Appendix L. More information may be found at: <http://cd.extension.uidaho.edu/leadership/index.php>. Contact Lorie Higgins, 208-669-1480 or higgins@uidaho.edu.

Why it Matters

Funding from government agencies and non-government organizations from outside the community is often needed to accomplish larger-scale community and economic development goals. As all Idaho communities know firsthand, the amount of funding for public facilities and infrastructure is limited while the needs (and competition for funds) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles identified in this report are more likely to be approved than applications from other communities that do not benefit from the same level of broad support. In other words, using inspiring planning and project development processes will mobilize resources within the community and generate greater support from outside the community.

A Final Recommendation

In the Visiting Team's experience, the use of certain principles seem to increase success and build capacity regarding a variety of community and economic development issues and opportunities. We encourage the community leaders and residents of the Lost Rivers Valley to revisit these principles often and apply them as appropriate:

- Start small.
- Start with what you have and who you are (i.e. assets) and build from there.
- Emphasize volunteerism.
- Celebrate each success and honor participants.
- Build local capacity to take on larger projects over time.
- Embrace teamwork.
- Give credit and thanks.
- Make it clear that volunteers are local heroes.
- Engage youth and young adults in a way that allows them to take responsibility and develop leadership skills.

A Last Word.... for Now

Finally, we leave you with the top ten attributes of successful communities. This list was prepared by David Beurle and Juliet Fox, Innovative Leadership 2011 and adapted from the Heartland Centre for Rural Leadership's "20 Clues to Rural Survival".

Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

Successful communities are often showplaces of care, attention, history, and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is often celebrated and new people are welcomed.

2. Invest in the future – built to last!

People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people. People have their attention on the long-term success of their community.

3. Participatory approach to decision making

Even the most powerful of opinion leaders seem to work toward building a consensus. The stress is on groups, organizations, and communities working together toward a common goal. The focus is on positive results. People, groups, and communities collaborate and share resources.

4. Creatively build new economic opportunities

Successful regions and communities build on existing economic strengths in a realistic way and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses. They look for ways to smooth out the impacts of the booms and busts.

5. Support local businesses

Local loyalty is emphasized, but thriving regional communities know who their competitors are and position themselves accordingly. They look for creative ways to leverage the local economy off the resource sector.

6. Deliberate transition of power to new leaders

People under 40 regularly hold key positions in civic and business affairs. Women (and people from minority groups) often hold positions as elected officials, managers, and entrepreneurial developers.

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

8. Strong presence of traditional institutions that are integral to community life.

Churches, schools, and service clubs are strong influences on community development and social activities.

9. Willingness to seek help from the outside

People seek outside help for local needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their local community and regional strengths.

10. Communities and regions are self-reliant

There is a wide-held conviction that, in the long run, 'You have to do it yourself'. Thriving communities believe their destiny is in their own hands. Making their region a good place to live is a pro-active assignment, and they willingly accept it.

APPENDICES

- Appendix A: Preston Community Review Application**
- Appendix B: Preston Community Review Survey Form and Summary of Survey Results**
- Appendix C: Contact and biographical Information for Visiting Team members**
- Appendix D: Community Review Master Schedule and Focus Area Itineraries**
- Appendix E: 14 Required Components of Comprehensive Plans**
- Appendix F: How to Conduct a Situation Assessment — and Why**
- Appendix G: Summary of the National Trust for Historic Preservation’s Four-Point Approach to Main Street Revitalization**
- Appendix H: Information About Community Branding**
- Appendix I: Information about Cultural Tourism (aka Heritage Tourism)**
- Appendix J: Creating a Historic District in Idaho**
- Appendix K: Preston residents who expressed an interest in remaining involved in community and economic development efforts**
- Appendix L: University of Idaho Extension’s Community Coaching for Grassroots Action**

Appendix A: Preston Community Review Application

Please complete this application by 2/28/14 and return to:
Idaho Rural Partnership
PO Box 83720, Boise, Idaho 83720 -- (208) 780-5149

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 the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho cities such as Bonners Ferry, New Meadows, Glens Ferry, Nez Perce Tribe/City of Lapwai, and Driggs have recently conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

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. We encourage the home team Listening Session leader to reach out to participants for various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. Stakeholders should reflect a cross-section of all the residents of the community.
- 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, i.e. coordinating the Review, travel, writing the Review report. Another possibility for funding is residents themselves. Crowdfunding options (such as www.citizeninvestor.com or other online crowdfunding options) can also be used to fund local costs. This has the added benefit of promoting the Review and getting residents invested in the process and outcomes.

- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members can 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 resident 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 Preston
 Main Contact Person: Sandra Hubbard, Preston City Councilmember
 Address/City/State/Zip: 70 West Oneida, Preston, ID 83263
 Phone, Fax, Email: Phone (208) 339-1674 Fax (208) 852-1820,
302momhub@gmail.com

Economic development is a required focus area for all community reviews. Circle or write in the two other focus areas your community would like to emphasize. 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): _____ | |

Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

1. Economic Development: Bailey Beckstead, Vice President, Greater Preston Business Association, (208) 540-1996
becksteadrealty@yahoo.com
2. Roads and Infrastructure: Troy Moser, Supervisor, Franklin County Road and Bridge, (208) 852-0610, feroad@plmw.com
3. Tourism, Heritage, Recreation: Necia Seamons, Oneida Stake Academy Foundation, (208) 852-1837,
necia.seamons@oneidastakeacademy.org

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

1.) Economic Development:

- Revitalization of downtown
- Does current City policy reflected in the 2003 Comprehensive Plan (http://prestonidaho.net/Document_PDFs/Comprehensive%20Plan.PDF), regulation, and zoning encourage economic development?
- Identify new business that can add value to existing supply chains
- Incentives to attract new business
- Development of industrial park
- Utilization of Preston Airport to enhance existing uses and attract new industry

2.) Roads and Infrastructure:

- Control, access, and use of State Street/Highway 91 corridor
- Oneida Street updates
- Power upgrades for Festival of Lights
- Fiber optic deployment
- Parking

3.) Tourism, Heritage, Recreation:

- Economic development through branding/promotion of unique events and cultural heritage (see generally <http://prestonidaho.org/community/about-preston/> and www.seidaho.org):
 - That Famous Preston Night Rodeo (prestonrodeo.com) and the Festival of Lights
 - Worm Creek Opera House (wormcreek.org)
 - Napoleon Dynamite – “I hope you guys' experiences are unforgettable.”
 - Oneida Stake Academy (oneidastakeacademy.org) and other religious sites.
 - As part of the Bear River Heritage Area we are seeking designation as a National Heritage Area which would bring funds for economic development (bearriverheritage.com/DrawAboutUs.aspx)
 - Bear River Massacre,
 - Hot springs at Riverdale Resort and Maple Grove
- Need for another city park

What is the best possible outcome resulting from a community review in your town?

- We hope this review helps the community unify and act to improve downtown, draw visitors to the area, and attract new industry. With a clear path and shared vision we know our community has the potential to accomplish amazing things. We also hope that other unmet needs in the community can be identified and addressed through the survey and stakeholder listening sessions.

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)

- 2009 – Envision Cache Valley. This was an extensive study of Cache Valley, including Franklin County, to envision future growth for the area. It included surveys and focus on transportation, economic development, etc. The full report is available at <https://www.cachecounty.org/epdo/envisioncache.html>.
- Several road projects are in various stages of planning: 8th West reconstruction, State Street/Highway 91 reconstruction, Oneida Street Project
- Parking added next to play ground at Preston City Park

Identify 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? We can discuss details later.

- Litigation with the State Department of Transportation regarding access on Highway 91

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.

- Industrial park

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

- Levy to fund the Preston Library (arsen-sant.lili.org/)
- Oneida Stake Academy fundraising

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

- 2014 – new construction major renovations; urgent care added in 2013 - Franklin County Medical Center (fcmc.org)
- 2014 – new construction beginning - O'Reilly Autoparts
- 2014 – new addition under construction – Stokes Market Place
- 2014 – new feed mill under construction – Valley Wide Cooperative (valleywidecoop.com/divisions/feed)
- 2014 – new alternative high school under construction – Franklin County High School
- 2014 – renovation of interior and purchase of digital projector with grants and donations – Worm Creek Opera House (wormcreek.org)
- 2013 – renovation of interior – Preston Citizen (prestoncitizen.com)
- 2013 – addition of new large manufacturing building – Trails West Trailers (trailswesttrailers.com)
- 2013 – new retail and office space – Preston Business Center (prestonbusinesscenter.com)
- 2013 – remodeled storefront on East Oneida Street

- 2013 – urgent care added – Franklin County Medical Center

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 with rural Idaho.

What possible dates do you propose for a community review?

September or October

Mayor's Signature: F. Lee Hendrickson Date: 4-14-14

Please complete this application by 2/28/14 and return to:
Idaho Rural Partnership
PO Box 83720, Boise, Idaho 83720 -- (208) 780-5149

Appendix B: Preston Community Review Survey Form and Summary of Survey Results

PRESTON COMMUNITY REVIEW SURVEY

*This survey is being conducted as part of the Preston Community Review happening March 3-5, 2015. Your response will help a team of visiting experts understand issues and opportunities related to economic development, roads/infrastructure, and tourism/recreation. Your response is important to us! Results are confidential and will only be reported as totals with no identifying information. Please complete only one survey per household and respond **by February 27, 2015**.*

Part 1: Infrastructure: In this section of the survey, please rate your satisfaction with various public services and infrastructure. Please mark N/A (not applicable) if you do not use or receive a particular service.

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Condition of city streets	1	2	3	4	5	N/A
2. Bicycle and pedestrian access	1	2	3	4	5	N/A
3. Availability of sidewalks	1	2	3	4	5	N/A
4. Local law enforcement	1	2	3	4	5	N/A
5. Fire Department	1	2	3	4	5	N/A
6. Water services	1	2	3	4	5	N/A
7. Sewage treatment services	1	2	3	4	5	N/A
8. Quality of library	1	2	3	4	5	N/A
9. Condition of school facilities	1	2	3	4	5	N/A
10. Quality of K-12 education	1	2	3	4	5	N/A
11. Availability of general health care	1	2	3	4	5	N/A
12. Availability of emergency health care/EMS	1	2	3	4	5	N/A
13. Availability of food bank	1	2	3	4	5	N/A
14. Availability of day care for children	1	2	3	4	5	N/A
15. Availability of Senior programs	1	2	3	4	5	N/A
16. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
17. Availability of high-speed Internet service	1	2	3	4	5	N/A
18. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A
19. Quality of parks	1	2	3	4	5	N/A
20. Availability of recreation programs	1	2	3	4	5	N/A
21. County Fairgrounds	1	2	3	4	5	N/A

Part 2: Economic Development: In this section of the survey, please rate your satisfaction with each of the following aspects of your local economy. Please consider only those businesses or services located within Preston. Please mark N/A (not applicable) if you are not familiar with a particular service.

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Appearance of downtown Preston	1	2	3	4	5	N/A
2. Appearance of public buildings	1	2	3	4	5	N/A
3. Availability of local jobs	1	2	3	4	5	N/A
4. Quality of local jobs	1	2	3	4	5	N/A
5. Variety of local businesses	1	2	3	4	5	N/A
6. Level of business involvement in the community	1	2	3	4	5	N/A
7. Variety of goods available in stores	1	2	3	4	5	N/A
8. Availability of job training programs	1	2	3	4	5	N/A
9. Industrial Park	1	2	3	4	5	N/A
10. City planning and zoning policies	1	2	3	4	5	N/A
11. Availability of information and training for people starting new businesses	1	2	3	4	5	N/A
12. Housing availability	1	2	3	4	5	N/A
13. Housing quality	1	2	3	4	5	N/A
14. Housing affordability	1	2	3	4	5	N/A

Part 3: Businesses, Services, and Jobs in Preston: In this section, please tell us how important it is to increase or improve the following businesses, services, and jobs in Preston.

	Very Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Very Important
1. Social services such as domestic violence shelter and other emergency services.	1	2	3	4	5
2. Preston airport	1	2	3	4	5
3. Franklin County Courthouse	1	2	3	4	5
4. Adult education services (e.g. G.E.D.)	1	2	3	4	5
5. Youth services and facilities	1	2	3	4	5
6. Better access to health care specialists	1	2	3	4	5
7. Retail stores	1	2	3	4	5
8. Professional or personal services	1	2	3	4	5
9. Manufacturing or light industrial jobs	1	2	3	4	5
10. Entertainment and recreation	1	2	3	4	5
11. Preston Night Rodeo	1	2	3	4	5
12. Availability of fresh fruits and vegetables	1	2	3	4	5
13. Farmer's market	1	2	3	4	5
14. Festival of Lights	1	2	3	4	5
15. Visitor information and services. (e.g. lodging)	1	2	3	4	5
16. Other _____	1	2	3	4	5

Part 4 Community Involvement and Information. In this section, please tell us how strongly you agree or disagree with each of the following statements.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. I am satisfied with the quantity and quality of information provided by the City of Preston.	1	2	3	4	5
2. I am satisfied with the City of Preston website. (www.prestonidaho.net)	1	2	3	4	5
3. I am satisfied with the Franklin County website. (www.franklincountyidaho.org)	1	2	3	4	5
4. I am satisfied with the level of coordination and communication between the City of Preston and Franklin County.	1	2	3	4	5
5. I would like to be better informed about community issues and projects.	1	2	3	4	5
6. I am satisfied with opportunities to be involved in decisions affecting the community.	1	2	3	4	5
7. I generally trust City Council to make decisions for the community.	1	2	3	4	5
8. I am happy with my involvement in community issues and organizations.	1	2	3	4	5

9. What prevents you from being more involved in the community? (check all that apply)

- Lack of time
- Family responsibilities
- I am not asked to become involved.
- I don't know how to become more involved.
- Nothing. I am happy with my level of involvement.
- Other _____

10 What prevents you from supporting Preston's locally owned businesses more often? (check all that apply)

- Cost
- Local businesses are not open when I need them.
- Services and products I need are not available in Preston.
- Lack of parking
- Nothing. Supporting Preston's businesses is a high priority to me.
- Other _____

Part 5: Demographics.

1. Where do you live? Preston Clifton Dayton Weston
 Franklin City Oxford Unincorporated Franklin County
2. Do you commute to another community to work? Yes No
 Don't work Retired
3. Gender Male Female
4. Age group under 25 25-35 36-45
 46-55 56-65 over 65
5. Ethnicity Non-Hispanic Hispanic
6. Primary language spoken at home English Spanish Other
7. How many years have you lived in Franklin County? 1-10 11-20 21+

We end with this final question:

What are the 2-3 best reasons someone would want to: visit or move to Preston?

Best reasons to visit Preston: _____

Best reasons to move to Preston: _____

Thank you! In the space below, please describe additional ideas or improvements you think would make Preston a better place for residents, businesses, and visitors.

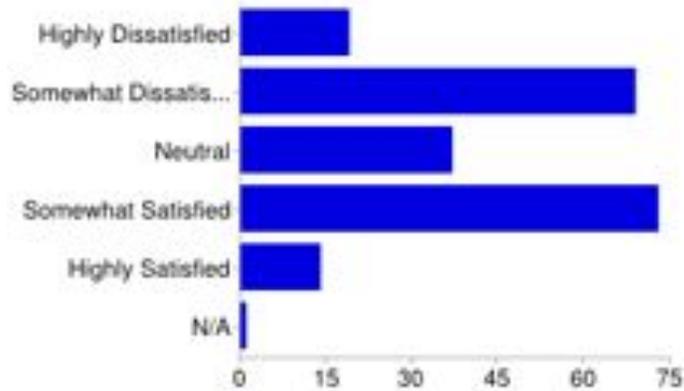
Note: The survey results beginning on the following page summarize responses from 215 Preston residents who completed a survey that they had received by mail. The survey results from the 113 Preston area residents who completed an on-line version of the survey are available at the Franklin County Courthouse and Preston City Hall.

215 responses

[View all responses](#)

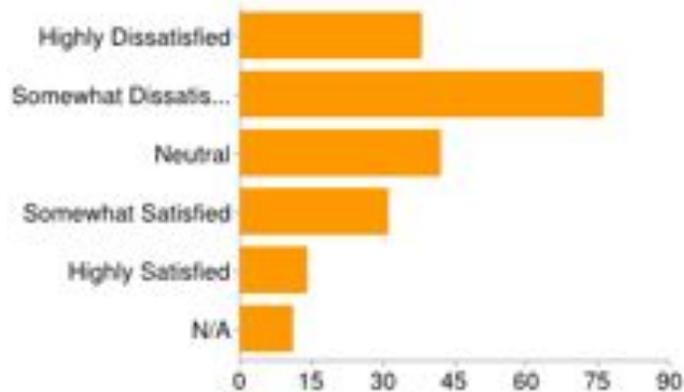
Summary

1. Condition of city streets [Part 1: Infrastructure:]



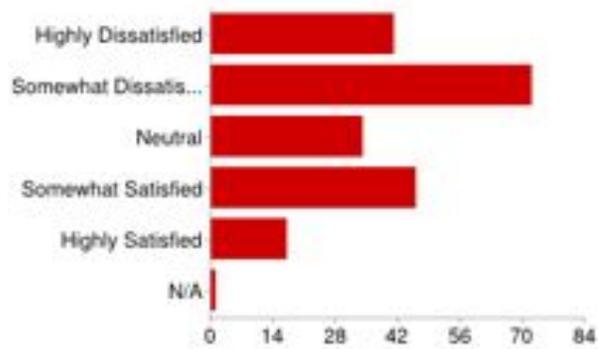
Highly Dissatisfied	19	9%
Somewhat Dissatisfied	69	32%
Neutral	37	17%
Somewhat Satisfied	73	34%
Highly Satisfied	14	7%
N/A	1	0%

2. Bicycle and pedestrian access [Part 1: Infrastructure:]



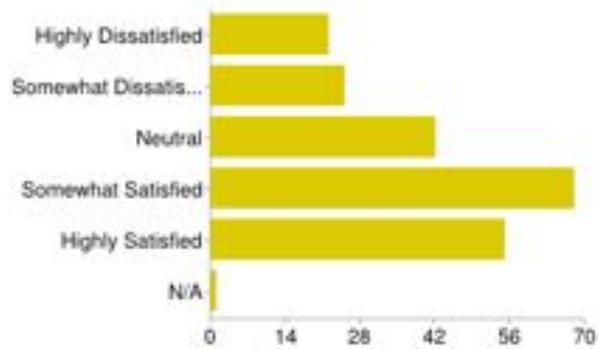
Highly Dissatisfied	38	18%
Somewhat Dissatisfied	76	35%
Neutral	42	20%
Somewhat Satisfied	31	14%
Highly Satisfied	14	7%
N/A	11	5%

3. Availability of sidewalks [Part 1: Infrastructure:]



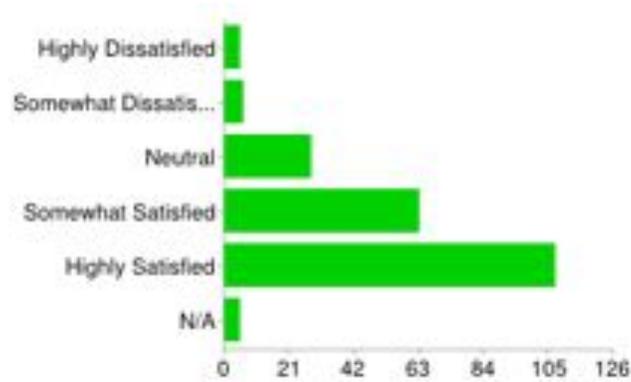
Highly Dissatisfied	41	19%
Somewhat Dissatisfied	72	33%
Neutral	34	16%
Somewhat Satisfied	46	21%
Highly Satisfied	17	8%
N/A	1	0%

4. Local law enforcement [Part 1: Infrastructure:]



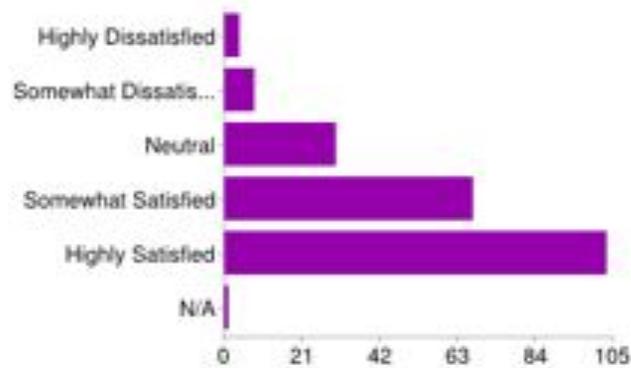
Highly Dissatisfied	22	10%
Somewhat Dissatisfied	25	12%
Neutral	42	20%
Somewhat Satisfied	68	32%
Highly Satisfied	55	26%
N/A	1	0%

5. Fire Department [Part 1: Infrastructure:]



Highly Dissatisfied	5	2%
Somewhat Dissatisfied	6	3%
Neutral	28	13%
Somewhat Satisfied	63	29%
Highly Satisfied	107	50%
N/A	5	2%

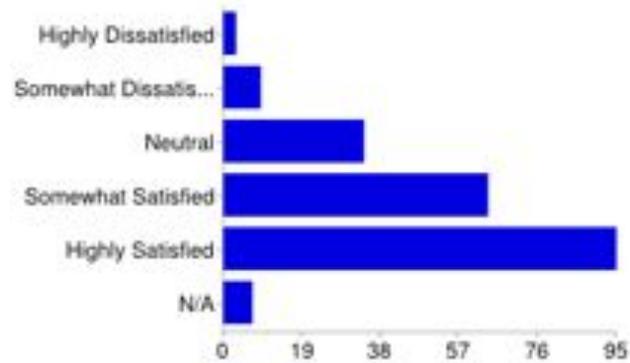
6. Water services [Part 1: Infrastructure:]



Highly Dissatisfied	4	2%
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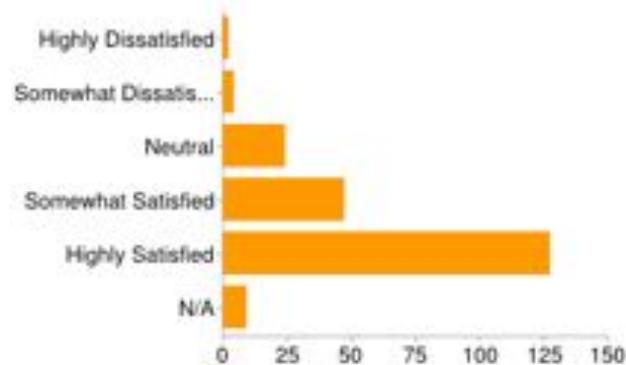
Somewhat Dissatisfied	8	4%
Neutral	30	14%
Somewhat Satisfied	67	31%
Highly Satisfied	103	48%
N/A	1	0%

7. Sewage treatment services [Part 1: Infrastructure:]



Highly Dissatisfied	3	1%
Somewhat Dissatisfied	9	4%
Neutral	34	16%
Somewhat Satisfied	64	30%
Highly Satisfied	95	44%
N/A	7	3%

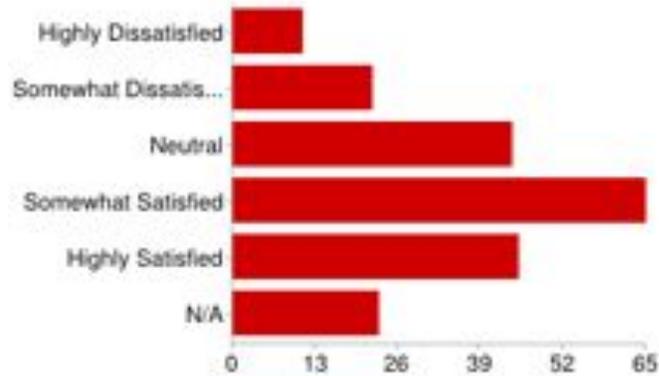
8. Quality of library [Part 1: Infrastructure:]



Highly Dissatisfied	2	1%
Somewhat Dissatisfied	4	2%

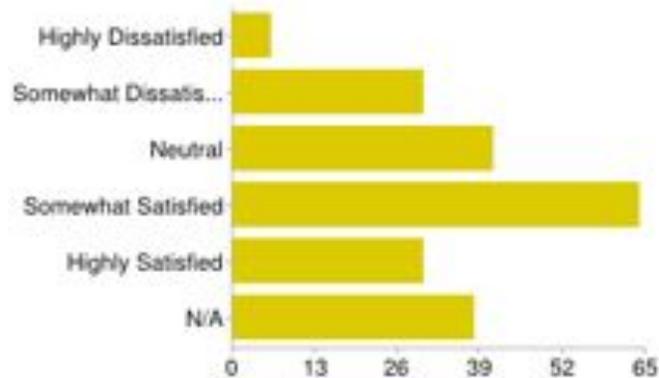
Neutral	24	11%
Somewhat Satisfied	47	22%
Highly Satisfied	127	59%
N/A	9	4%

9. Condition of school facilities [Part 1: Infrastructure:]



Highly Dissatisfied	11	5%
Somewhat Dissatisfied	22	10%
Neutral	44	20%
Somewhat Satisfied	65	30%
Highly Satisfied	45	21%
N/A	23	11%

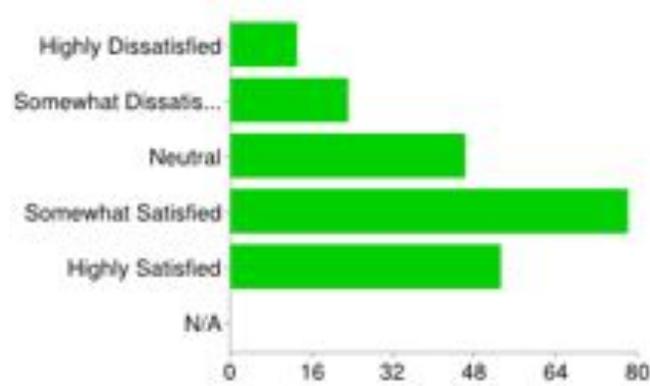
10. Quality of K-12 education [Part 1: Infrastructure:]



Highly Dissatisfied	6	3%
Somewhat Dissatisfied	30	14%

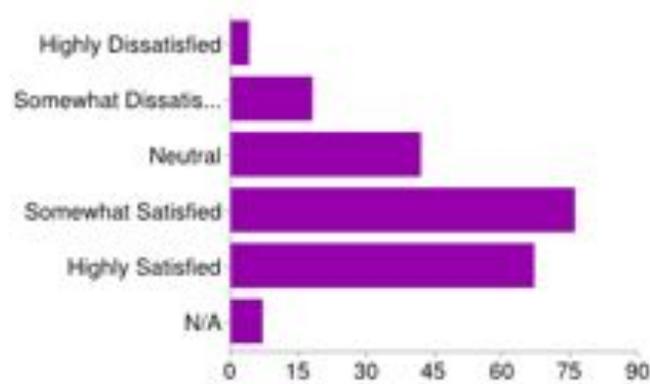
Neutral	41	19%
Somewhat Satisfied	64	30%
Highly Satisfied	30	14%
N/A	38	18%

11. Availability of general health care [Part 1: Infrastructure:]



Highly Dissatisfied	13	6%
Somewhat Dissatisfied	23	11%
Neutral	46	21%
Somewhat Satisfied	78	36%
Highly Satisfied	53	25%
N/A	0	0%

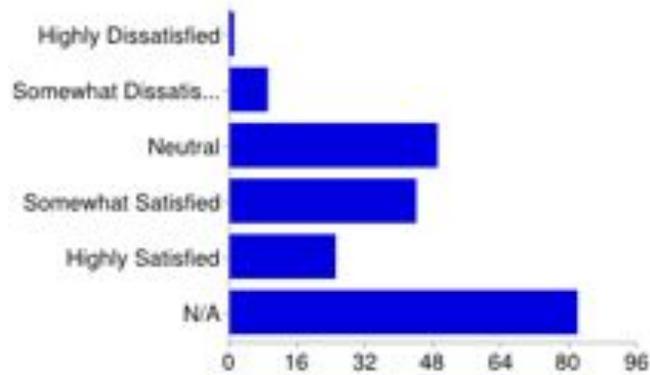
12. Availability of emergency health care/EMS [Part 1: Infrastructure:]



Highly Dissatisfied	4	2%
Somewhat Dissatisfied	18	8%
Neutral	42	20%

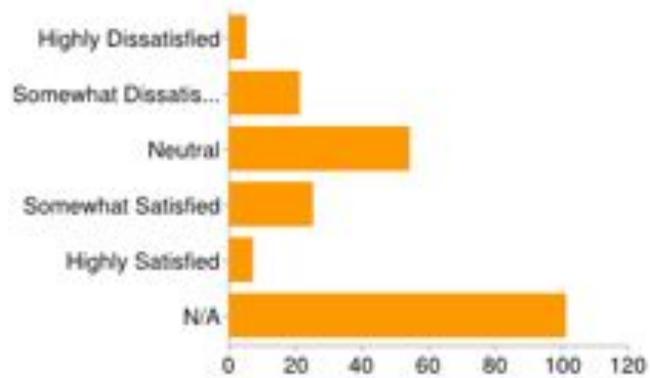
Somewhat Satisfied	76	35%
Highly Satisfied	67	31%
N/A	7	3%

13. Availability of food bank [Part 1: Infrastructure:]



Highly Dissatisfied	1	0%
Somewhat Dissatisfied	9	4%
Neutral	49	23%
Somewhat Satisfied	44	20%
Highly Satisfied	25	12%
N/A	82	38%

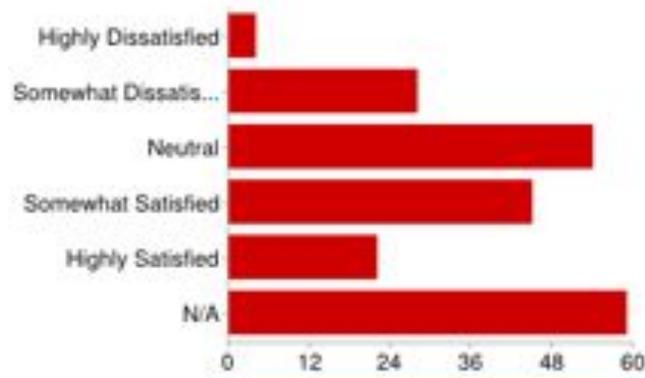
14. Availability of day care for children [Part 1: Infrastructure:]



Highly Dissatisfied	5	2%
Somewhat Dissatisfied	21	10%
Neutral	54	25%
Somewhat Satisfied	25	12%

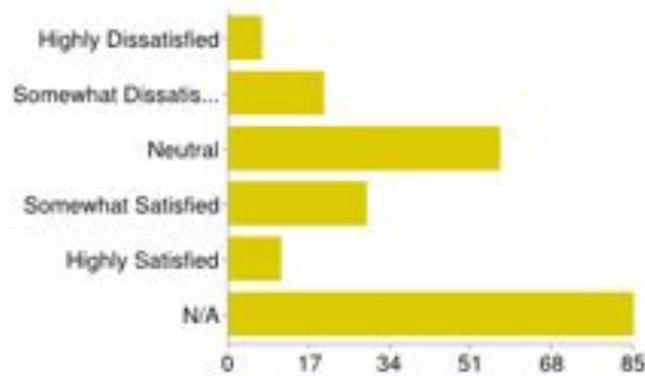
Highly Satisfied	7	3%
N/A	101	47%

15. Availability of Senior programs [Part 1: Infrastructure:]



Highly Dissatisfied	4	2%
Somewhat Dissatisfied	28	13%
Neutral	54	25%
Somewhat Satisfied	45	21%
Highly Satisfied	22	10%
N/A	59	27%

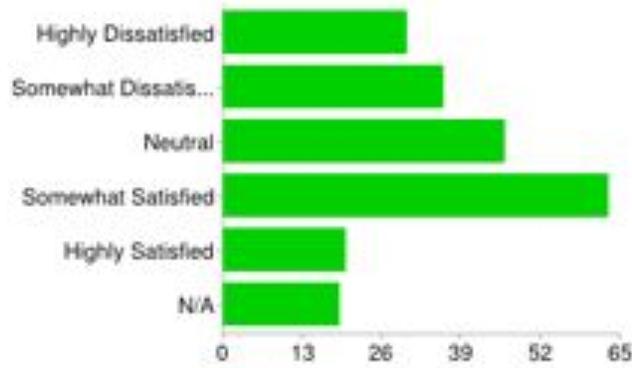
16. Availability of drug and alcohol treatment programs [Part 1: Infrastructure:]



Highly Dissatisfied	7	3%
Somewhat Dissatisfied	20	9%
Neutral	57	27%
Somewhat Satisfied	29	13%

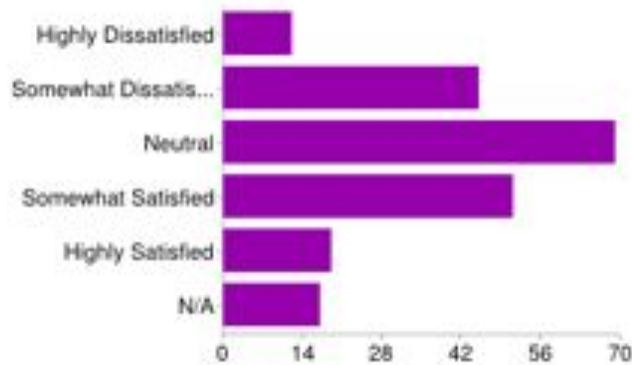
Highly Satisfied	11	5%
N/A	85	40%

17. Availability of high-speed Internet service [Part 1: Infrastructure:]



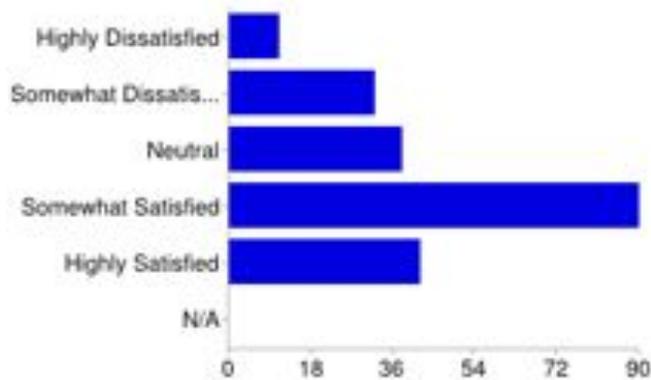
Highly Dissatisfied	30	14%
Somewhat Dissatisfied	36	17%
Neutral	46	21%
Somewhat Satisfied	63	29%
Highly Satisfied	20	9%
N/A	19	9%

18. Availability of local arts and cultural opportunities [Part 1: Infrastructure:]



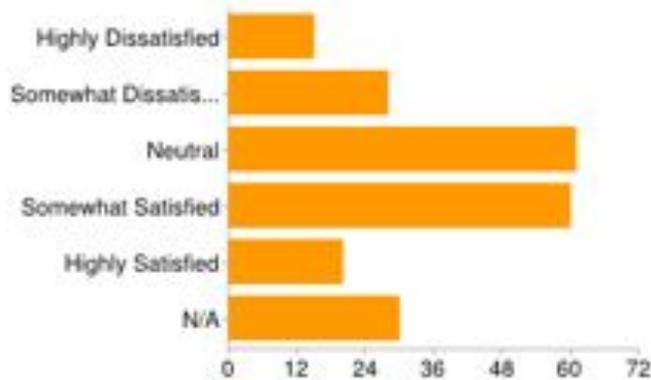
Highly Dissatisfied	12	6%
Somewhat Dissatisfied	45	21%
Neutral	69	32%
Somewhat Satisfied	51	24%
Highly Satisfied	19	9%

19. Quality of parks [Part 1: Infrastructure:]



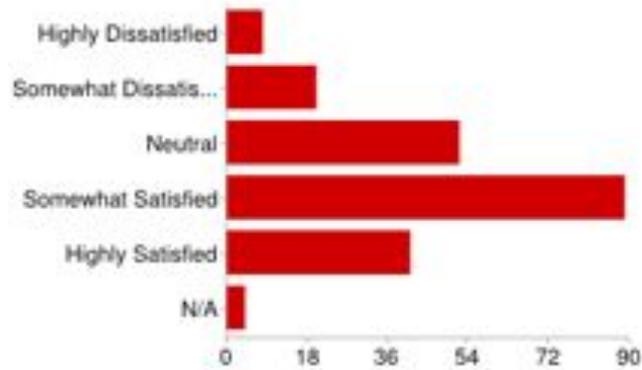
Highly Dissatisfied	11	5%
Somewhat Dissatisfied	32	15%
Neutral	38	18%
Somewhat Satisfied	90	42%
Highly Satisfied	42	20%
N/A	0	0%

20. Availability of recreation programs [Part 1: Infrastructure:]



Highly Dissatisfied	15	7%
Somewhat Dissatisfied	28	13%
Neutral	61	28%
Somewhat Satisfied	60	28%
Highly Satisfied	20	9%
N/A	30	14%

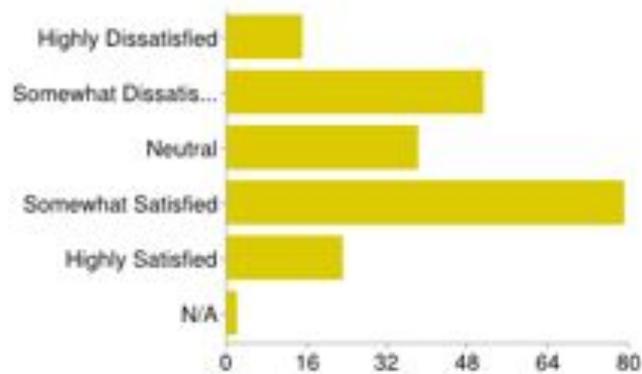
21. County Fairgrounds [Part 1: Infrastructure:]



Highly Dissatisfied	8	4%
Somewhat Dissatisfied	20	9%
Neutral	52	24%
Somewhat Satisfied	89	41%
Highly Satisfied	41	19%
N/A	4	2%

Part 2: Economic Development:

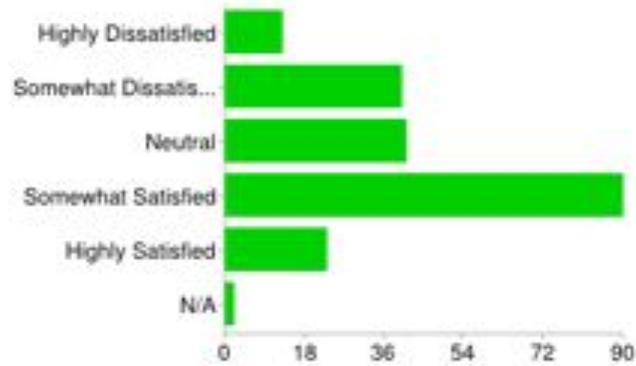
1. Appearance of downtown Preston [null]



Highly Dissatisfied	15	7%
Somewhat Dissatisfied	51	24%
Neutral	38	18%

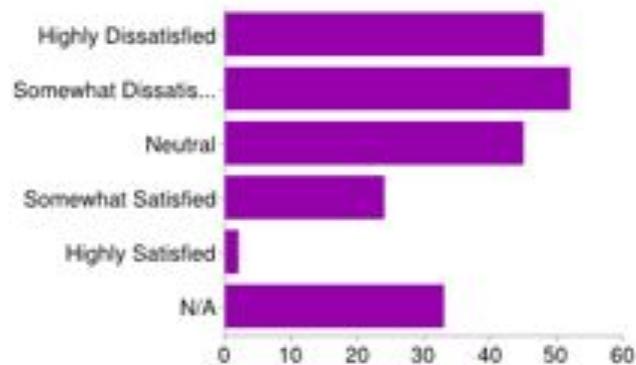
Somewhat Satisfied	79	37%
Highly Satisfied	23	11%
N/A	2	1%

2. Appearance of public buildings [null]



Highly Dissatisfied	13	6%
Somewhat Dissatisfied	40	19%
Neutral	41	19%
Somewhat Satisfied	90	42%
Highly Satisfied	23	11%
N/A	2	1%

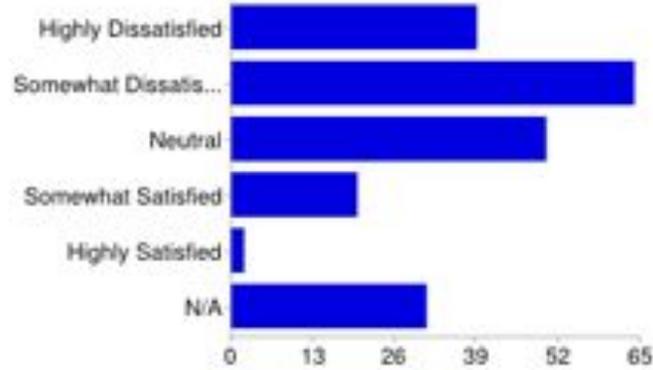
3. Availability of local jobs [null]



Highly Dissatisfied	48	22%
Somewhat Dissatisfied	52	24%
Neutral	45	21%
Somewhat Satisfied	24	11%

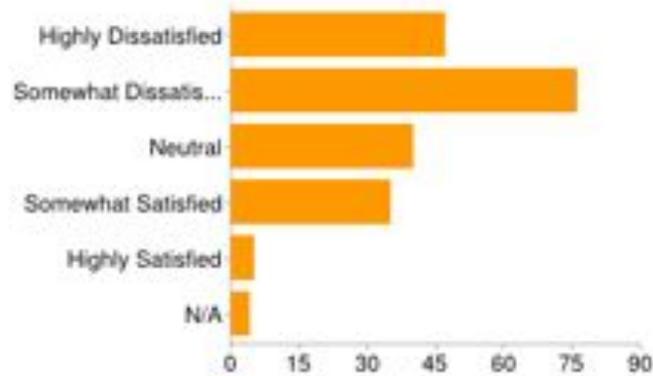
Highly Satisfied	2	1%
N/A	33	15%

4. Quality of local jobs [null]



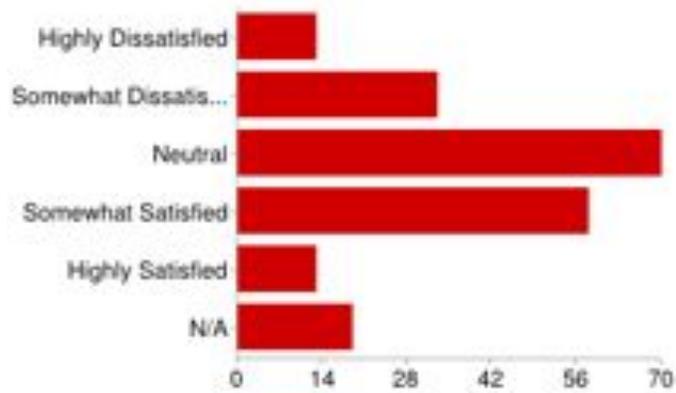
Highly Dissatisfied	39	18%
Somewhat Dissatisfied	64	30%
Neutral	50	23%
Somewhat Satisfied	20	9%
Highly Satisfied	2	1%
N/A	31	14%

5. Variety of local businesses [null]



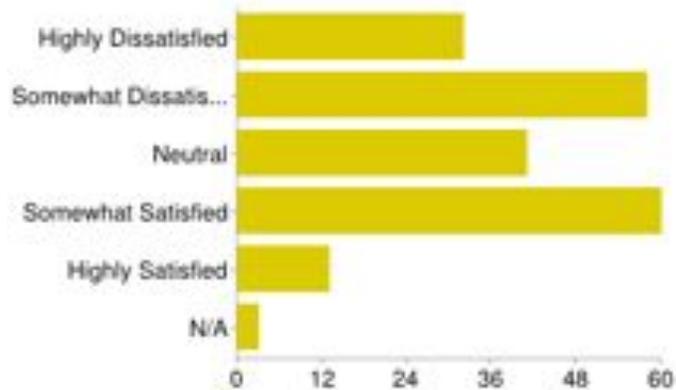
Highly Dissatisfied	47	22%
Somewhat Dissatisfied	76	35%
Neutral	40	19%
Somewhat Satisfied	35	16%
Highly Satisfied	5	2%

6. Level of business involvement in the community [null]



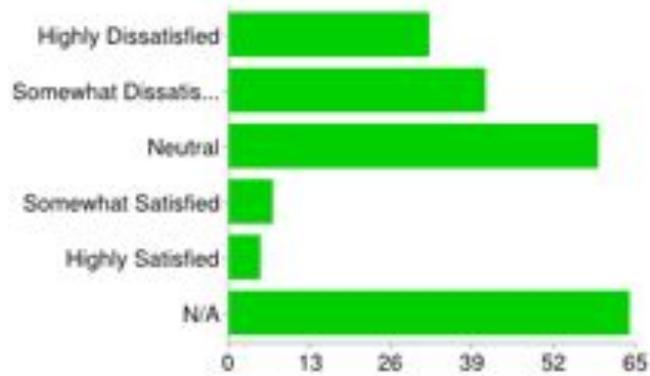
Highly Dissatisfied	13	6%
Somewhat Dissatisfied	33	15%
Neutral	70	33%
Somewhat Satisfied	58	27%
Highly Satisfied	13	6%
N/A	19	9%

7. Variety of goods available in stores [null]



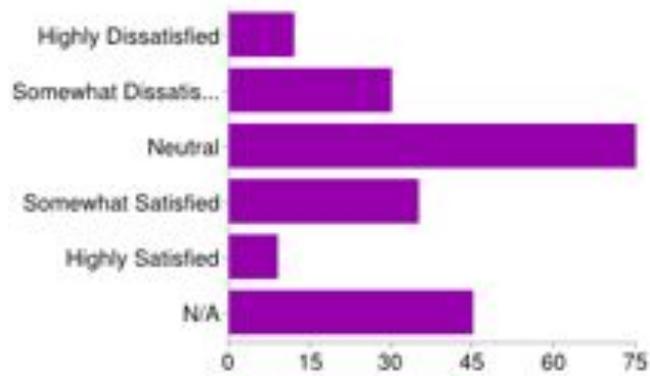
Highly Dissatisfied	32	15%
Somewhat Dissatisfied	58	27%
Neutral	41	19%
Somewhat Satisfied	60	28%
Highly Satisfied	13	6%

8. Availability of job training programs [null]



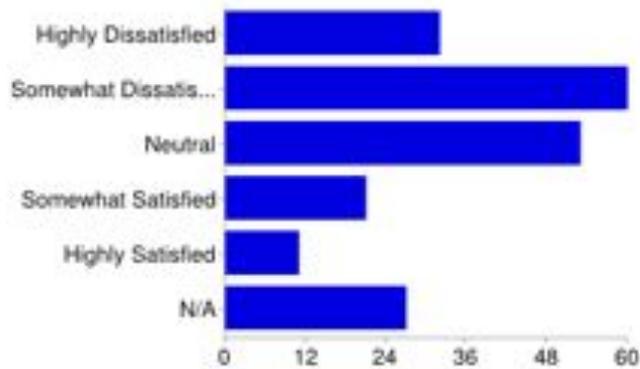
Highly Dissatisfied	32	15%
Somewhat Dissatisfied	41	19%
Neutral	59	27%
Somewhat Satisfied	7	3%
Highly Satisfied	5	2%
N/A	64	30%

9. Industrial Park [null]



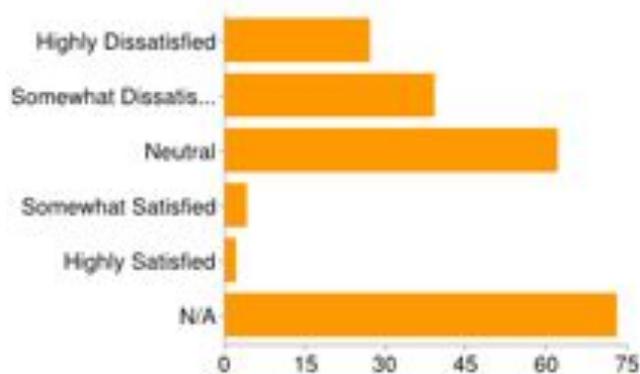
Highly Dissatisfied	12	6%
Somewhat Dissatisfied	30	14%
Neutral	75	35%
Somewhat Satisfied	35	16%
Highly Satisfied	9	4%
N/A	45	21%

10. City planning and zoning policies [null]



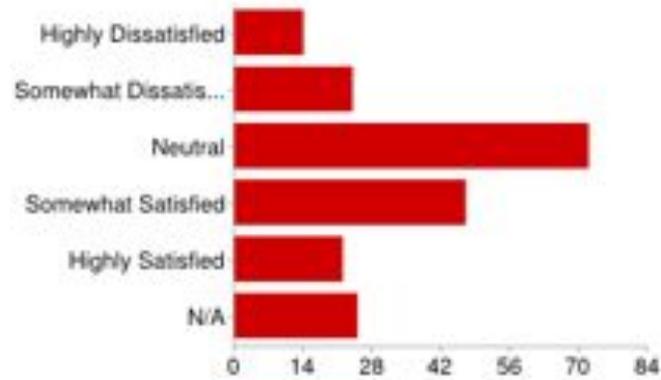
Highly Dissatisfied	32	15%
Somewhat Dissatisfied	60	28%
Neutral	53	25%
Somewhat Satisfied	21	10%
Highly Satisfied	11	5%
N/A	27	13%

11. Availability of information and training for people starting new businesses [null]



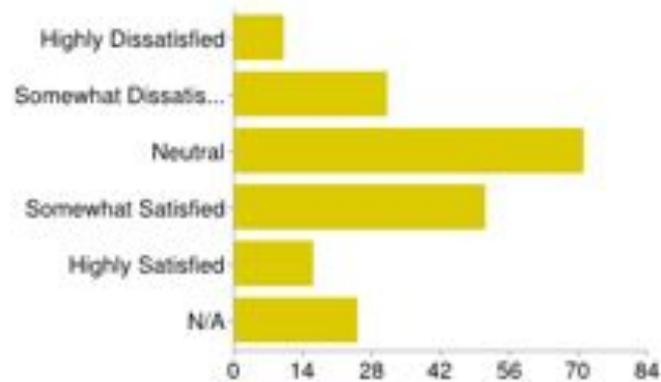
Highly Dissatisfied	27	13%
Somewhat Dissatisfied	39	18%
Neutral	62	29%
Somewhat Satisfied	4	2%
Highly Satisfied	2	1%
N/A	73	34%

12. Housing availability [null]



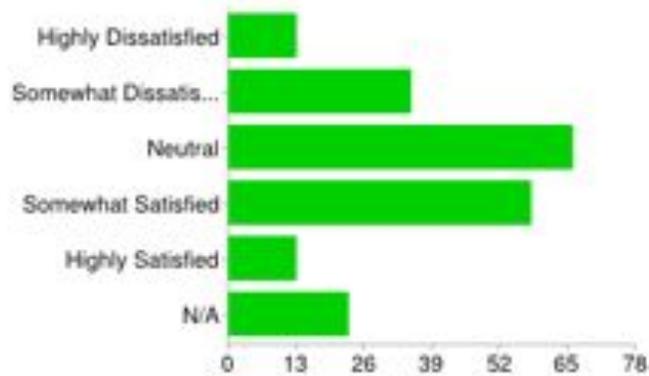
Highly Dissatisfied	14	7%
Somewhat Dissatisfied	24	11%
Neutral	72	33%
Somewhat Satisfied	47	22%
Highly Satisfied	22	10%
N/A	25	12%

13. Housing quality [null]



Highly Dissatisfied	10	5%
Somewhat Dissatisfied	31	14%
Neutral	71	33%
Somewhat Satisfied	51	24%
Highly Satisfied	16	7%
N/A	25	12%

14. Housing affordability [null]



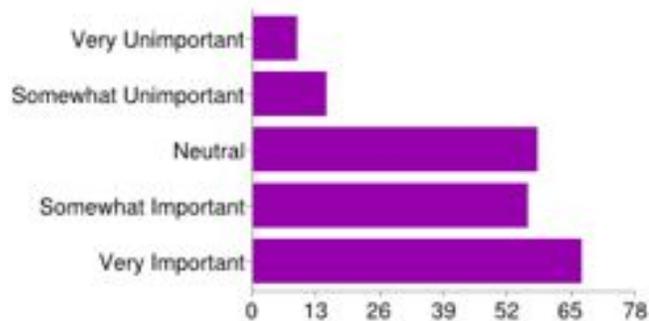
Highly Dissatisfied	13	6%
Somewhat Dissatisfied	35	16%
Neutral	66	31%
Somewhat Satisfied	58	27%
Highly Satisfied	13	6%
N/A	23	11%

15. Other

No responses yet for this question.

Part 3: Businesses, Services, and Jobs in Preston:

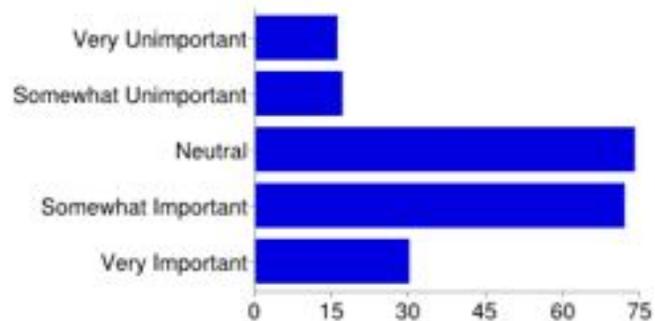
1. Social services such as domestic violence shelter and other emergency services. [null]



Very Unimportant	9	4%
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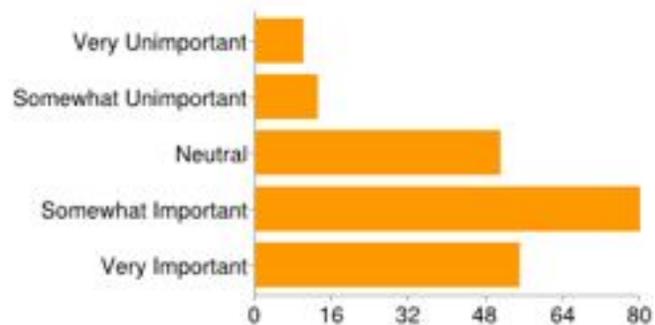
Somewhat Unimportant	15	7%
Neutral	58	27%
Somewhat Important	56	26%
Very Important	67	31%

2. Preston airport [null]



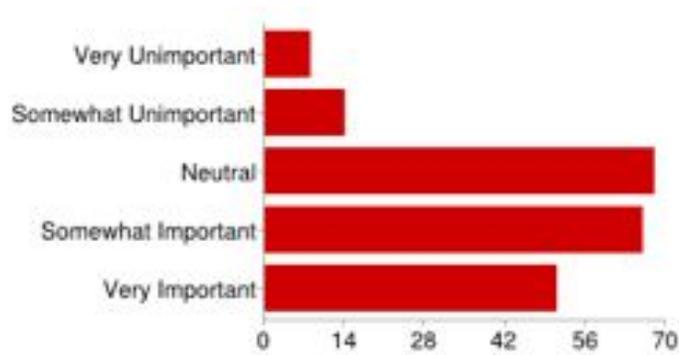
Very Unimportant	16	7%
Somewhat Unimportant	17	8%
Neutral	74	34%
Somewhat Important	72	33%
Very Important	30	14%

3. Franklin County Courthouse [null]



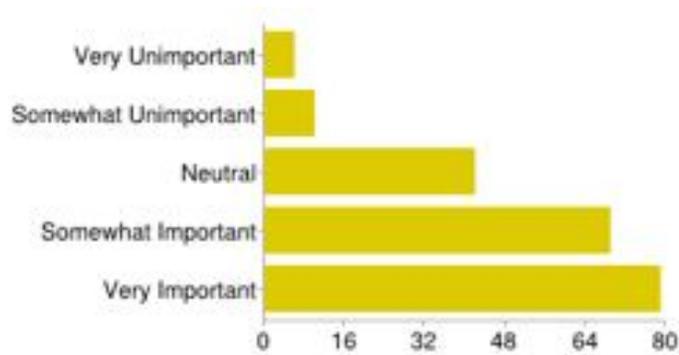
Very Unimportant	10	5%
Somewhat Unimportant	13	6%
Neutral	51	24%
Somewhat Important	80	37%
Very Important	55	26%

4. Adult education services (e.g. G.E.D.) [null]



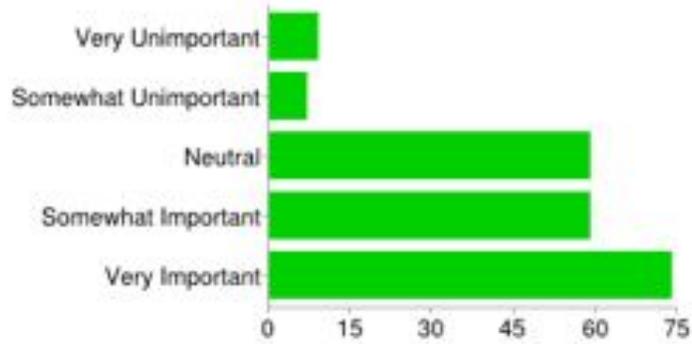
Very Unimportant	8	4%
Somewhat Unimportant	14	7%
Neutral	68	32%
Somewhat Important	66	31%
Very Important	51	24%

5. Youth services and facilities (e.g. teen center, skate park) [null]



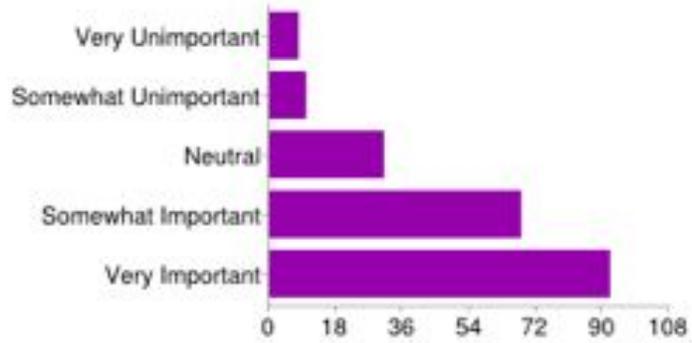
Very Unimportant	6	3%
Somewhat Unimportant	10	5%
Neutral	42	20%
Somewhat Important	69	32%
Very Important	79	37%

6. Better access to health care specialists [null]



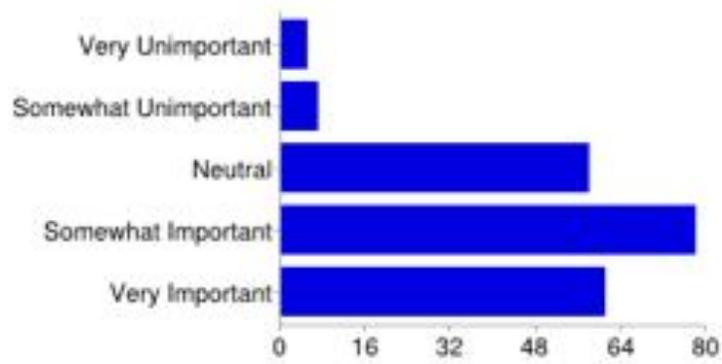
Very Unimportant	9	4%
Somewhat Unimportant	7	3%
Neutral	59	27%
Somewhat Important	59	27%
Very Important	74	34%

7. Retail stores [null]



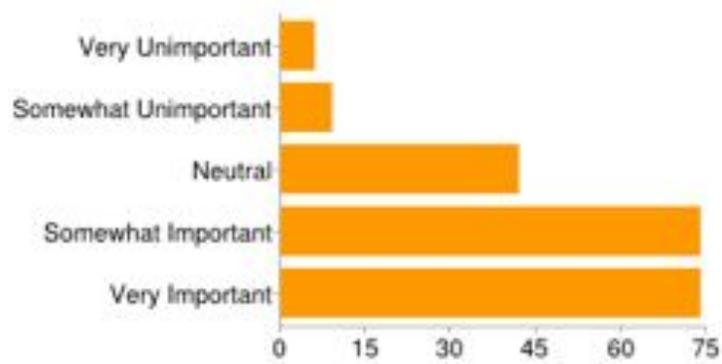
Very Unimportant	8	4%
Somewhat Unimportant	10	5%
Neutral	31	14%
Somewhat Important	68	32%
Very Important	92	43%

8. Professional or personal services (e.g.bank, car repair) [null]



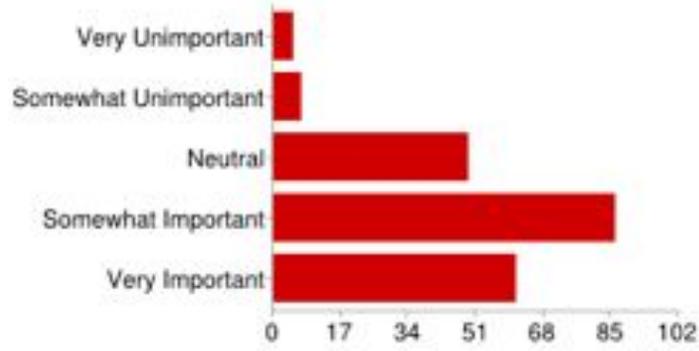
Very Unimportant	5	2%
Somewhat Unimportant	7	3%
Neutral	58	27%
Somewhat Important	78	36%
Very Important	61	28%

9. Manufacturing or light industrial jobs [null]



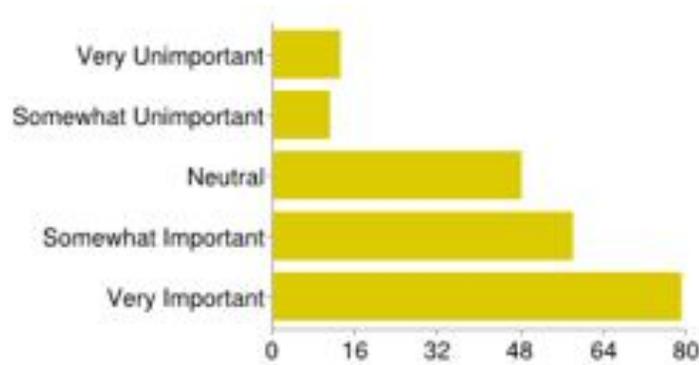
Very Unimportant	6	3%
Somewhat Unimportant	9	4%
Neutral	42	20%
Somewhat Important	74	34%
Very Important	74	34%

10. Entertainment and recreation [null]



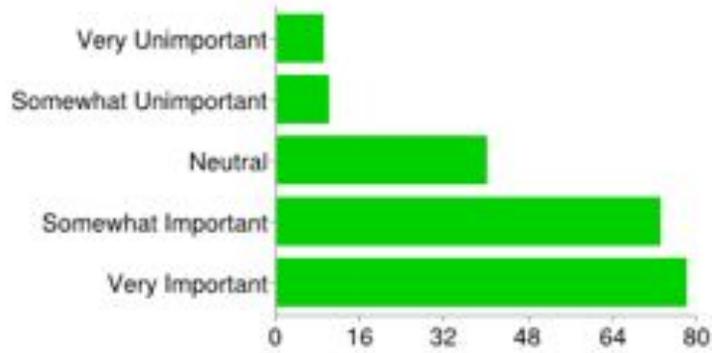
Very Unimportant	5	2%
Somewhat Unimportant	7	3%
Neutral	49	23%
Somewhat Important	86	40%
Very Important	61	28%

11. Preston Night Rodeo [null]



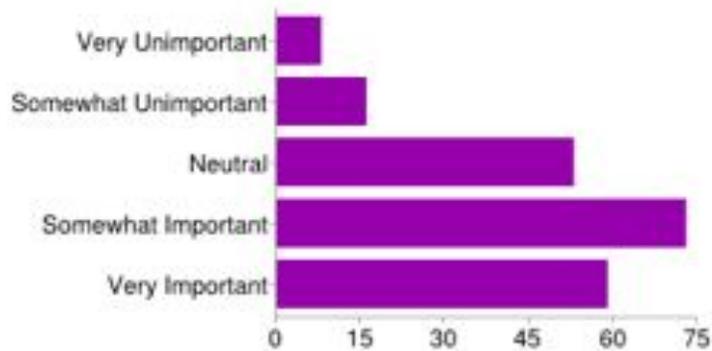
Very Unimportant	13	6%
Somewhat Unimportant	11	5%
Neutral	48	22%
Somewhat Important	58	27%
Very Important	79	37%

12. Availability of fresh fruits and vegetables [null]



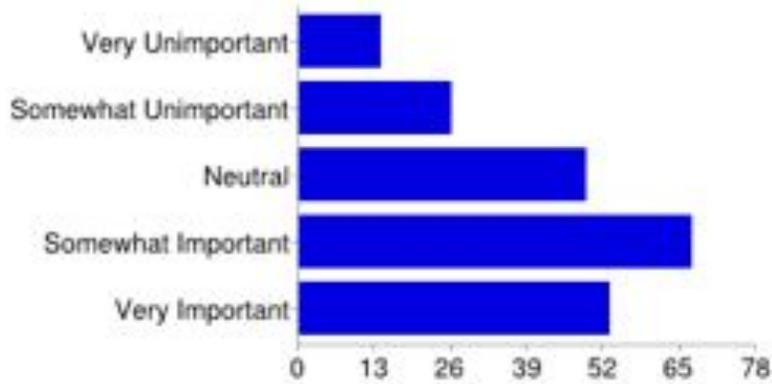
Very Unimportant	9	4%
Somewhat Unimportant	10	5%
Neutral	40	19%
Somewhat Important	73	34%
Very Important	78	36%

13. Farmer's market [null]



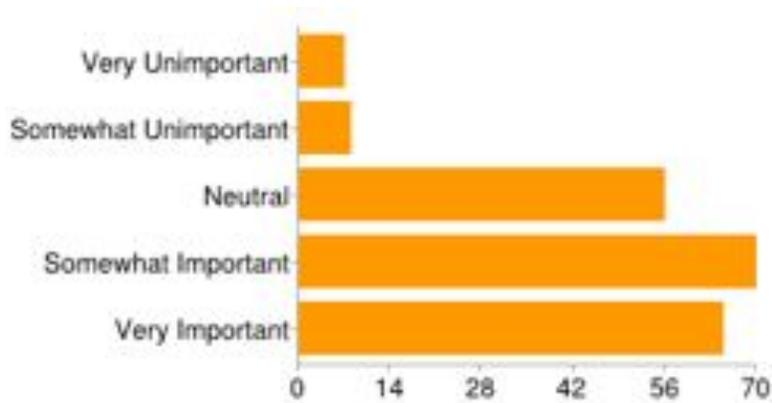
Very Unimportant	8	4%
Somewhat Unimportant	16	7%
Neutral	53	25%
Somewhat Important	73	34%
Very Important	59	27%

14. Festival of Lights [null]



Very Unimportant	14	7%
Somewhat Unimportant	26	12%
Neutral	49	23%
Somewhat Important	67	31%
Very Important	53	25%

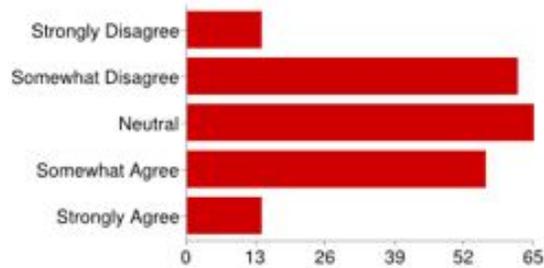
15. Visitor information and services. (e.g. lodging) [null]



Very Unimportant	7	3%
Somewhat Unimportant	8	4%
Neutral	56	26%
Somewhat Important	70	33%
Very Important	65	30%

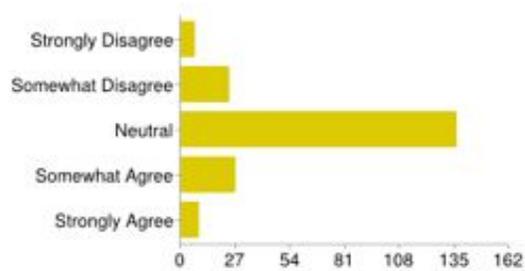
Part 4 Community Involvement and Informa

1. I am satisfied with the quantity and quality of informatio City of Preston. [null]



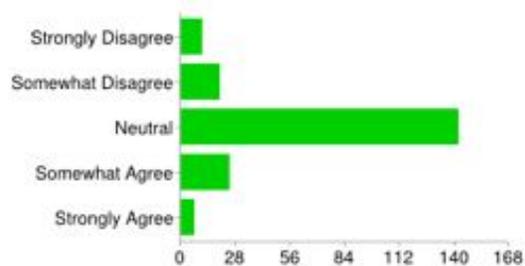
Strongly Disagree	14	7%
Somewhat Disagree	62	29%
Neutral	65	30%
Somewhat Agree	56	26%

2. I am satisfied with the City of Preston website. (www.prestonidaho.net) [null]



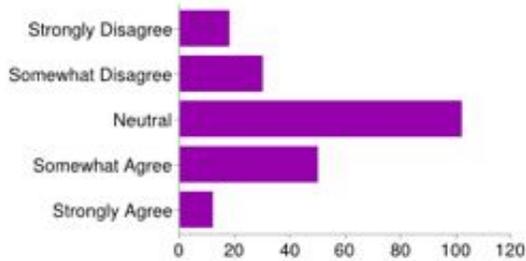
Strongly Disagree	7	3%
Somewhat Disagree	24	11%
Neutral	136	63%
Somewhat Agree	27	13%
Strongly Agree	9	4%

3. I am satisfied with the Franklin County website. (www.franklincountyidaho.org) [null]



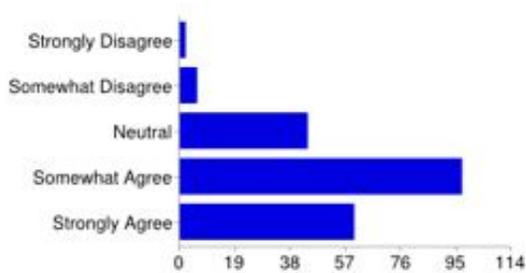
Strongly Disagree	11	5%
Somewhat Disagree	20	9%
Neutral	142	66%
Somewhat Agree	25	12%
Strongly Agree	7	3%

4. I am satisfied with the level of coordination and communication between the City of Preston and Franklin County.



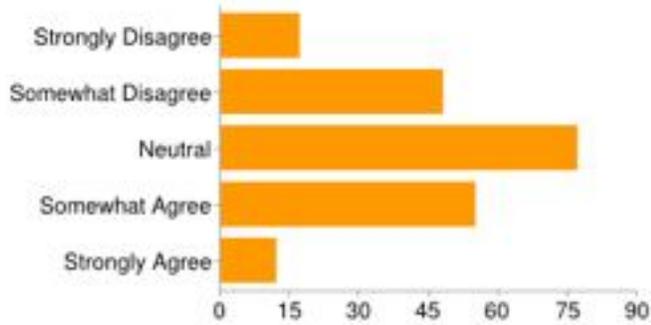
Strongly Disagree	18	8%
Somewhat Disagree	30	14%
Neutral	102	47%
Somewhat Agree	50	23%
Strongly Agree	12	6%

5. I would like to be better informed about community issues and projects.
[null]



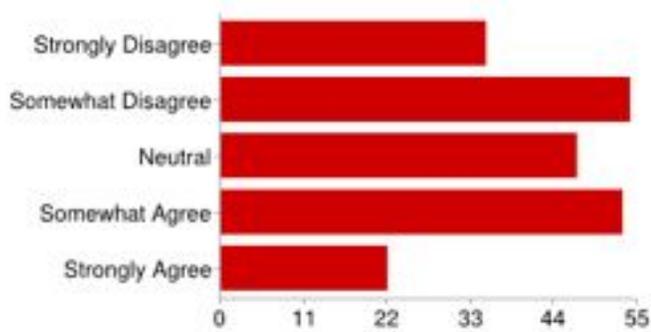
Strongly Disagree	2	1%
Somewhat Disagree	6	3%
Neutral	44	20%
Somewhat Agree	97	45%
Strongly Agree	60	28%

6. I am satisfied with opportunities to be involved in decisions affecting the community. [null]



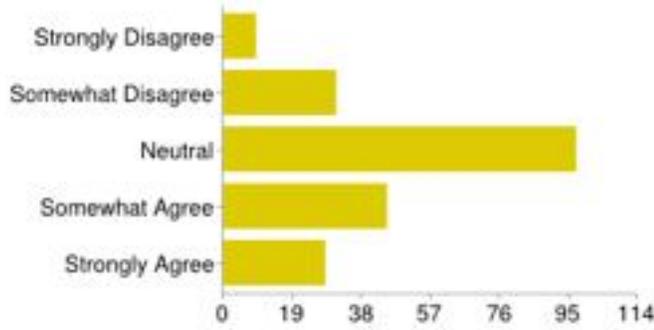
Strongly Disagree	17	8%
Somewhat Disagree	48	22%
Neutral	77	36%
Somewhat Agree	55	26%
Strongly Agree	12	6%

7. I generally trust City Council to make decisions for the community. [null]



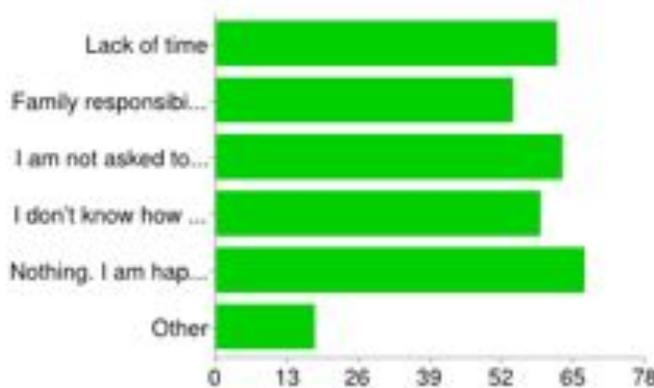
Strongly Disagree	35	16%
Somewhat Disagree	54	25%
Neutral	47	22%
Somewhat Agree	53	25%
Strongly Agree	22	10%

8. I am happy with my involvement in community issues and organizations. [null]



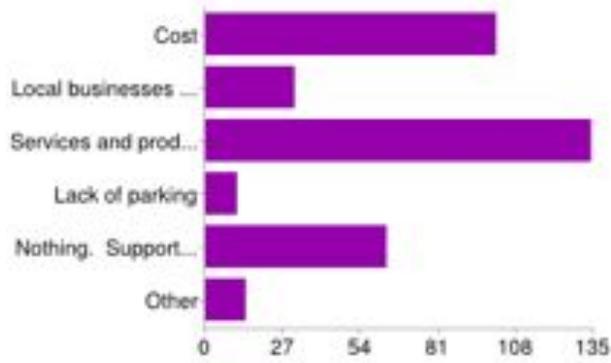
Strongly Disagree	9	4%
Somewhat Disagree	31	14%
Neutral	97	45%
Somewhat Agree	45	21%
Strongly Agree	28	13%

9. What prevents you from being more involved in the community? (check all that apply)



Lack of time	62	29%
Family responsibilities	54	25%
I am not asked to become involved.	63	29%
I don't know how to become more involved.	59	27%
Nothing. I am happy with my level of involvement	67	31%
Other	18	8%

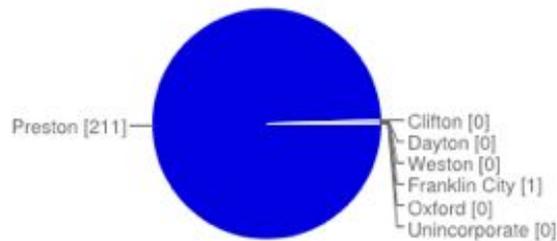
10 What prevents you from supporting Preston's locally owned businesses more often? (check all that apply)



Cost	101	47%
Local businesses are not open when I need them.	31	14%
Services and products I need are not available in Preston.	134	62%
Lack of parking	11	5%
Nothing. Supporting Preston's businesses is a high priority to me.	63	29%
Other	14	7%

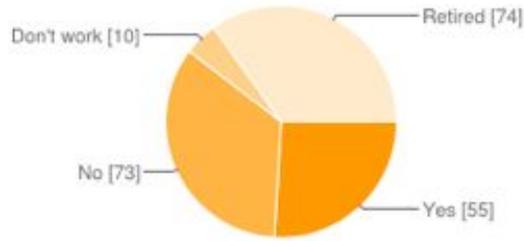
Part 5: Demographics.

1. Where do you live?



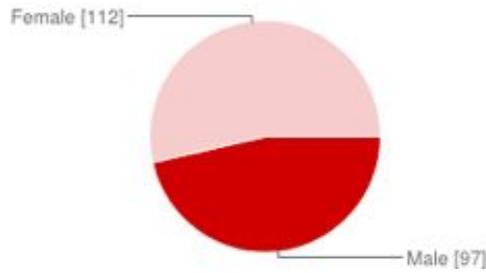
Preston	211	98%
Clifton	0	0%
Dayton	0	0%
Weston	0	0%
Franklin City	1	0%
Oxford	0	0%
Unincorporated Franklin County	0	0%

2. Do you commute to another community to work?



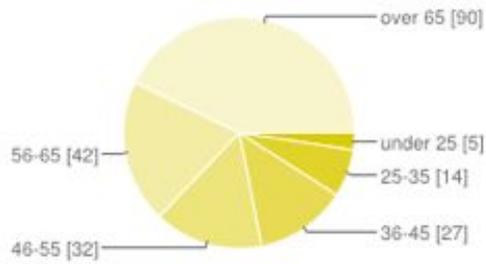
Yes	55	26%
No	73	34%
Don't work	10	5%
Retired	74	34%

3. Gender



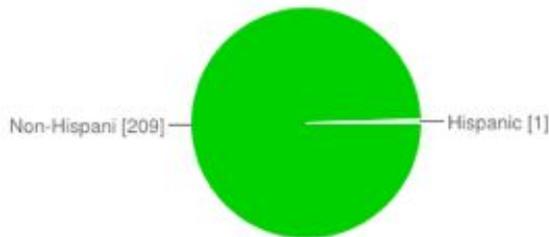
Male	97	45%
Female	112	52%

4. Age group



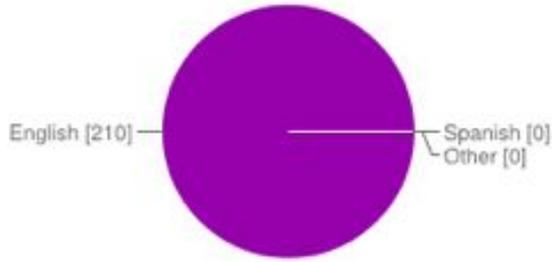
under 25	5	2%
25-35	14	7%
36-45	27	13%
46-55	32	15%
56-65	42	20%
over 65	90	42%

5. Ethnicity



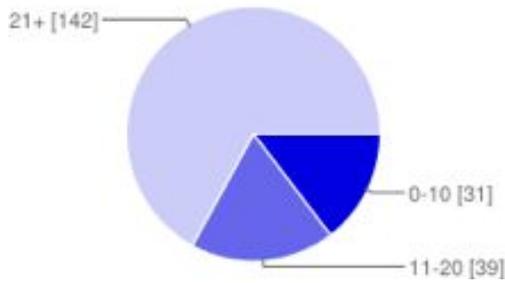
Non-Hispanic	209	97%
Hispanic	1	0%

6. Primary language spoken at home



English	210	98%
Spanish	0	0%
Other	0	0%

7. How many years have you lived in Franklin County?



0-10	31	14%
11-20	39	18%
21+	142	66%

Appendix C: Contact and Biographical Information for Visiting Team Members

Economic Development Focus Area

Dale Lish (focus area leader)

Area Director
USDA — Rural Development
725 Jensen Grove, Ste. 1
Blackfoot, ID 83221
Office: 208-785-5840, ext. 119
Email: dale.lish@id.usda.gov

Dale is a native of Idaho and grew-up on a dry farm/cow-calf operation in Southeast Idaho. He graduated from Marsh Valley High School and then Utah State University with a B.S. degree in Agricultural Education/Business. Dale and his wife (Nickie) have 4 children and reside near Arimo. Dale is an Area Director, with USDA, Rural Development (Blackfoot) and his service area includes the 16 eastern counties of Idaho. He has worked for USDA for the past 22 years and during this time he has played a role in Rural Development's commitment to help improve the economy and quality of life in rural communities.

Dan Cravens

Regional Economist
Idaho Department of Labor
430 N. 5th Street
Pocatello, ID 83201
Office: (208) 236-6710, ext. 3713
Email: dan.cravens@labor.idaho.gov

Dan Cravens has served since 2010 as the Idaho Department of Labor's regional economist for southeastern Idaho. In addition to his work for the Department of Labor Mr. Cravens is a regular columnist for the Idaho State Journal (Pocatello) and Blackfoot Morning News. Mr. Cravens holds a Bachelor of Arts degree in Sociology from Quincy University, in Quincy, Illinois, and Master of Arts in Government from Regent University in Virginia Beach, Virginia, a Juris Doctorate from Gonzaga University in Spokane, Washington, and is a candidate for a Doctorate in Business Administration from Argosy University in Draper, Utah. Mr. Cravens is a native of Quincy, Illinois. He is married to the former Jill Yarrington of Idaho Falls, and is a resident of Blackfoot and active in the civic life of that community.

John Meyers

Boise Field Office Director
US Department of Housing and Urban Development
800 Park Blvd., Ste. 220
Boise, ID 83712
Office: 208.334.1088, ext. 3002
Email: john.w.meyers@hud.gov

John Meyers has been with HUD for eleven years. Before becoming the Field Office Director in Boise (October 23, 2011) he served as Field Office Director for the Springfield, Illinois, HUD Office. Prior to that, for eight years he directed the Seattle Regional Office. Before joining HUD, Meyers owned and operated a management consulting firm in Seattle, Washington.

Meyers has worked at various levels in both state and federal government. He served terms as: a Regional Public Affairs Officer for (HHS), on state legislative and caucus staffs, and as the chief of staff to a member of Congress.

In 2008 Meyers was appointed as one of only 20 members to the Secretary of HUD's Field Advisory Committee. Earlier he chaired both the Workforce Planning Task Force for his division (Field Policy and Management) and the committee that designed the HUD small office *Peer Consultation Review Process*. Meyers is a veteran of the USAF. He is married with two grown children.

Jerry Miller, PCED

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.

Roads and Infrastructure

Lori Porreca, PhD (focus area co-leader)

Community Planner
Federal Highway Administration, Idaho Division
3050 Lakeharbor Lane, Suite 126
Boise, ID 83703
Office: 208-334-9180, ext. 132
Cell: 856-630-1635
Email: lori.porreca@dot.gov

Lori has over nine years of experience working in the public, non-profit and private sectors assisting communities in a variety of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.

Timothy L. Solomon (focus area co-leader_

Rocky Mountain Power
127 East Main
Rexburg, ID 83440
Office: 208-356-9529
Email: Timothy.Solomon@rockymountainpower.net

Timothy (Tim) L. Solomon joined Rocky Mountain Power as a customer and community manager in January 2014. He is located in Rexburg, Idaho and provides customer and community management for the northern part of Rocky Mountain Power's Idaho service territory.

From 1997 to 2013, Tim served as the executive director of the Regional Development Alliance, Inc. located in Idaho Falls, Idaho. In 2004, he also began managing the Community Reuse Organization, Inc.

The Regional Development Alliance is a non-traditional venture debt and investment company serving primarily the eastern Idaho region. During Tim's tenure, the Regional Development

Alliance invested more than \$31 million in businesses located throughout the region. Businesses receiving funds created more than 5,000 jobs and produced more than \$8 billion in total output to the Idaho economy.

The Community Reuse Organization, Inc. is a personal property management company receiving excess and surplus personal property from the Idaho National Laboratory for use in strengthening businesses and communities. In June of 2013, Tim also took over management of the Idaho Innovation Center, Inc., a 75,000 square foot business incubation facility.

Timothy received both his BA and MA degrees from Utah State University, graduating with honors. He is also a graduate of the University of Oklahoma's Economic Development Institute and is a Certified Economic Developer. He has also received the certified Economic Development Finance Professional designation from the National Development Council.

He is a member of various national organizations including the National Association of Credit Managers and the International Economic Development Council and has received various awards and honors throughout his career. His debut novel, Strings, was published in November 2013 under the pen name T.L. Solomon. He and his wife Beverly live in Madison County, Idaho.

Jeffrey L. Patlovich, AICP

All Idaho Land Consulting
3753 N. Highway 20
Island Park, ID 83429
jeffpatlovich@gmail.com
208-390-1481

Owner of All Idaho Land Consulting since 2003, a private land use consulting business specializing in all aspects of planning and zoning; subdivision; and development related applications. Jeff works for city and county governments (Idaho, Nevada, New Mexico, and Washington), private property owners, land developers, consulting firms, and attorneys. He is also an expert witness in the District Courts in Idaho, Nevada, and New Mexico.

Since 2013, Jeff has worked as the Planning and Building Administrator for the City of Island Park, Idaho. Since 1979 (over 38 years) he has worked in community development, local land use planning, and building administration for local governments. He has served on regional boards and task forces regarding regional growth, economic development, regional transportation, air quality, federal endangered species, federal land exchanges, and open space preservation. Jeff served as an airport manager for a publically owned general aviation airport and has been a budget officer for several cities and counties. He has also created three (3) National Main Street communities.

Jeff has been a member of the American Institute of Certified Planners (AICP) since 1988.

Chris Peirsol

Sr. Transportation Planner
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As Senior Transportation Planner for the Idaho Transportation Department, Chris Peirsol oversees planning and project programming for seven counties in southeast Idaho (Bannock, Bear Lake, Bingham, Caribou, Franklin, Oneida, and Power). He oversees project management, corridor planning, and land use evaluation for the District 5 offices. During his tenure with the Idaho Transportation Department, he has overseen the completion of corridor plans for: I-15, I-86, US-30, US-89, US-91, SH-34, SH-36, and SH-39. Chris has a Master's Degree in Public Administration and a Bachelor's Degree in Political Science from Idaho State University and has worked for the Idaho Transportation Department since 2007.

Tourism, Heritage, and Recreation Focus Area**Erik Kingston, PCED (focus area leader)**

Housing Resources Coordinator
Idaho Housing and Finance Association
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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.

Renee Magee

City of Idaho Falls (retired)
Idaho Falls, ID 83707
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Renee Magee recently retired from the position of Director, City of Idaho Falls Planning and Building Division. She had been with Idaho Falls planning department since 1989 with the exception of one year in which she taught graduate students in planning at Eastern Washington University. Prior to coming to Idaho Falls, she was the head of the Economic and Community Development Department in Cambridge, Ohio. For twelve years she worked in Wyoming, holding positions as a county planner, town administrator, town attorney, and historic preservation planner. She has a Juris Doctor from the University of Wyoming and a Masters in City and Regional Planning from Ohio State University. She has served on the Idaho Historic Sites Review Board and is presently on the Idaho Falls Historic Preservation Commission and the board of Preservation Idaho. She has prepared National Register nominations for properties in Natrona County, Wyoming, and Twins Falls County and individual and district nominations for Idaho Falls.

Lisa Duskin-Goede

Bear River Heritage Area
170 N. Main St.
Logan, UT 84321
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435-752-7242

Lisa is a Public Folklorist living and working in the Intermountain West. She received a Master of Science in American Studies and Public Folklore at Utah State University in 2004. Lisa is an avid fieldworker, traveling throughout the Intermountain West to document cultural heritage and the people who shape it. Lisa strives to increase local knowledge of cultural and heritage resources, while encouraging communities to value and exercise stewardship over these resources. Currently, she coordinates the programs of the Bear River Heritage Area in Logan, Utah, where her research has been used in the development of heritage tourism and educational programs and publications.

Mark Lowe

Lava Hot Springs Foundation
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208-776-5221

Mark graduated from Marsh Valley High School in 1974. After serving in the US Navy as a Tradesman Second Class, he attended college in Madison, Wisconsin and College Park, Maryland, graduating with a Bachelor of Science Degree in Microbiology in 1983. He also earned a Master's of Public Administration from Idaho State University in 1997.

Mark worked as a Sanitarian/Environmental Health Specialist with public health departments in Maryland, Idaho and Michigan. He served as the Regional Administrator for the southeastern region of the DEQ in Pocatello. Since 1999, Mark has been in the position of Executive Director of the Lava Hot Springs Foundation, overseeing the operation of Idaho's World Famous Hot Pools and Olympic Swimming Complex in Lava.

He has served as Trustee for the South Bannock Library District, and as a member of the comprehensive Planning Committee for Lava Hot Springs. Mark currently serves on the Board of Directors of the Bannock Development Corporation, the Lava Hot Springs Chamber of Commerce Board of Directors, and as the President of the Pioneer Country Travel Council.

Mark is a member of the Lava Lions Club and volunteer as an EMT on the South Bannock County Ambulance.

[Listening Session Leaders](#)**Lorie Higgins**

Associate Professor and Extension Specialist
Department of Agricultural Economics and Rural Sociology
University of Idaho
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Office: 208-885-9717
Cell: 208-669-1480
Email: higgins@uidaho.org

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.

Rayna Sage

Assistant Professor
Department of Human Development
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Pullman, WA 99164
rsage@wsu.edu
509-335-8659

Rayna Sage is a faculty member in Human Development at Washington State University. In addition to making sure her students have experience applying course work in real life settings, she is also very passionate about rural community health and well-being. Much of her research involves partnering with Extension faculty and her more recent research has focused on work-life balance among rural human service professionals and direct care workers, evaluation of positive youth programming (such as rural summer robotics camps), and how community-university partnerships develop and are sustained to help address rural poverty and food insecurity.

Leadership, Coordination and Report Writing

Jon Barrett

Clearstory Studios
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Email: jon@clearstorystudios.com

Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has over 20 years professional experience. In that term, he has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 the Idaho Planning Association named Jon 'Idaho Planner of the Year'. Jon is originally from Washington and has lived in Idaho since 1997.

Mike Field

Executive Director

Idaho Rural Partnership

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Boise, ID 83720

Office: 208-780-5149

Cell: 208-867-2004

Email: Mike.field@irp.idaho.gov

Mike is a native of Grand View, Idaho. He grew up on an irrigated row crop farm where dairy and beef cows sometimes supplemented the row crops. He attended public school in Grand View and then went on to attend Utah State, Boise State, Brigham Young and Idaho State Universities. He graduated from BYU with a degree in Political Science. He coupled his practical farm experience with his passion for public policy and spent the last 34 years working for three Presidential Administrations, two US Senators and two Governors. His career has focused on issues associated with rural Idaho both in economic/community development and natural resources management. Mike is married to Debbie Field and they are the parents and grandparents of three great kids and five wonderful grandkids.

Appendix D: Community Review Master Schedule and Focus Area Itineraries

Home Team Coordination

Tyler Olson, 240-0488

Saundra Hubbard, 339-1674

Visiting Team Coordination

Jon Barrett, 383-9687

Mike Field, 867-2004

Tuesday, March 3

- 1:45-2:00 pm Visiting team arrival @ Franklin County Extension Building, 561 West Oneida Street
- 2:00-3:00 pm Bus tour
Depart from: Franklin Co. Extension Building
- 3:15-4:30 pm Home team listening session
Location: Franklin Co. Extension Building
- 4:30-5:15 pm Downtime (e.g., lodging check-in/downtown stroll)
- 5:30-6:30 pm Dinner
Location: Robinson Building, Franklin County Fairgrounds, 186 South 2nd West Street
- 7:00-9:00 pm Community meeting
Location: Robinson Building, Franklin County Fairgrounds

Wednesday, March 4

- 8:00-8:45 am Breakfast (with presentation(s) relevant to entire visiting team, e.g. community history, infrastructure)
Location: Senior Center, 64 West 1st South
- 9:00-11:45 am (1) Focus area meetings and site visits
(2) Listening sessions
- 11:45 -12:45 pm Lunch
Location: Senior Center
- 1:00-5:15 pm (1) Focus area meetings and site visits
(2) Listening sessions
- 5:30-7:00 Dinner
Location: Apartment Clubhouse, 250 E. 400 N.
- 7:00-7:30 pm Visiting team debrief meeting
Location: Apartment Clubhouse

Thursday, March 5

- | | |
|------------------|---|
| 8:00-8:45 am | Breakfast
Location: Senior Center |
| 8:45-9:00 am | Visiting team meeting
Location: Franklin Co. Extension Building |
| 9:00 am-12:00 pm | Visiting team presentation development
Location(s): Franklin Co. Extension Building |
| 12:00-12:45 pm | Lunch
Location: Franklin Co. Extension Building |
| 1:00-4:30 pm | Visiting team presentation development (continued) |
| 4:30-5:30 pm | Downtime |
| 5:30-6:30 pm | Dinner
Location: Robinson Building, Franklin County Fairgrounds |
| 7:00-9:00 pm | Community meeting featuring visiting team presentations
Location: Robinson Building, Franklin County Fairgrounds |

Preston Community Review Listening Session Schedule

Completed on Thursday, February 12

Preston High School students
Current and former elected officials

Tuesday, March 3

Home team

Location

Franklin Co. Extension

Time

3:15-4:30 pm

Wednesday, March 4

Community service providers,
faith leaders, first responders, law
enforcement, hospital, volunteer-
based groups

Grace Fellowship Church
16 N. State St.

8:30-9:45 am

Franklin Co. High School students

Franklin Co. High
11 South 1st West

10:00-11:15 am

Senior citizens

Senior Center

1:00-2:15 pm

Hispanic residents

Franklin Co. Extension

6:00-7:15 pm

Economic Development Itinerary Preston Community Review

- | | |
|------------------|---|
| 8:00 – 8:45 am | Breakfast |
| 9:15 – 10:30 am | Walk Main Street, informal visits to individual businesses; speak with business owners and employees |
| 10:30 – 11:45 am | Combined meeting with local planning and zoning commissioners
Location: Franklin County Extension Building |
| 11:45 – 12:45 pm | Lunch |
| 1:00 – 3:00 pm | Meeting with local business owners and influential leaders of our community
Location: Pines Apartments Clubhouse |
| 3:15 – 5:15 pm | Meeting with city council and other elected officials regarding the business environment.
Location: Pines Apartments Clubhouse |

Preston Community Review Schedule

Road and Infrastructure

Wednesday, March 4th

- 9:00 am Irrigation Companies
Consolidated Irrigation/Lyle Porter, Brian Jensen
Twin Lakes Canal Company/Clair Bosen, Wes Buetler
Cub River Irrigation Company/Don Baldwin
- 9:15 am Internet
Boyd Burbank
- 9:25 am Landfill
Sid Jensen
- 9:35 am Hospital
Alan Bird, CEO
- 9:50 am Schools
Preston School District/Joel Wilson, Superintendent
West Side School District/Melinda Royer, Elem Principal
- 10:05 am Transit Bus
Dave Doran, Pocatello Regional Transit
Skyler Beebe, Pocatello Regional Transit
- 10:15 am Law Enforcement/Ambulance
Franklin County Sheriff's Dept./Dave Fryer, Sheriff
Ambulance/Mark Gilbert
Preston City Police/Ken Geddes, Police Chief
- 10:30-10:45 am 15 Minute Break**

10:45-11:45 am Planning and Zoning
Linda Hansen

11:45-12:45 pm Lunch

1:00-5:15 pm Bus Tour

Recreation, Tourism, and Heritage Schedule

- 8:00-8:45 am Breakfast (with presentations relevant to entire visiting team [e.g., community history, infrastructure])
- 9:00-11:45 15-minute presentations/questions & answer sessions at Worm Creek Opera House
1. That Famous Preston Night Rodeo (Kris Beckstead)
 2. Festival of Lights (Mary Ann Cox)
 3. Theater arts (Paul Swainston)
 4. Idaho Days (Emily Chatterton)
 5. July 24th events (OSA events/Rotary fireworks)(Val Porter)
 6. Big Boys and Their Toys/Air Show/Moto Cross/Demolition derbies (Brett Naylor)
 7. Fair/Artists venues (Brent Borup)
 8. Lodging and Restaurants (Kim Thorton)
 9. Winter recreation (Warren Wilde)
 10. Summer recreation (Nathan Stahosky, Tom Lucia, Lyle Porter)
 11. Golf Course (John VanVleet)
- 11:45-12:45 Lunch
Location: Senior Center
- 1:00-5:15 pm
1. Tour of tourist sites
 - Opt. #1: Bear River Massacre Sites/Dahle Fine Arts/Rodeo Grounds/Santa Anita Racetrack
 - Opt. #2: Riverside Resort/Bear River/Reservoir/Golf Course/Radio Station/Oneida Narrows – will be covered on Tuesday.
 - Opt. #3: Franklin Village Historic sites/Oneida Stake Academy/Benson Home, Crowley House, Opera House
 2. Presentation on historic sites (Necia Simmons, Olson Productions PowerPoint). This can be done on-site as we tour them.
 3. Discussion time at Worm Creek Opera House: papa Jay's, Gunderson's Sunrise Mtg. (leather goods), Christmas tree farm, Oxford and other beekeeping, huge quilting population, wool producing, barns, historic sites
- 5:30-7:00 pm Dinner
Location: The Pines Club House, 250 East 4th North
- 7:00-7:30 pm Visiting team debrief meeting

Appendix E: Local Land Use Planning Act - Comprehensive Plan Required Components (Idaho Code Idaho Code § 67-6508)

The Local Land Use Planning Act Idaho Code (§§ 67-6501 to 67-6537) sets out 14 specific components that must be included in comprehensive plans. The 14 components are:

1. Property rights
2. Population
3. School facilities and transportation
4. Economic development
5. Land use (including a land use map)
6. Natural resources
7. Hazardous areas
8. Public services, facilities, and services
9. Transportation
10. Recreation
11. Special areas or sites
12. Housing
13. Community design
14. Implementation

Appendix F: How to Conduct a Situation Assessment — and Why

An impasse can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to predict whether a problem solving or consensus building process has a good chance of succeeding.

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (aka interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?
4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a subsequent problem solving or consensus building process in good faith? What circumstances would increase this potential?
6. What issues should be on the agenda in a problem solving or consensus building process? Are there any issues, which should not be included at this time?
7. Should a consensus building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

A **situation assessment** conducted by a neutral party is the most efficient and reliable way to gather the information needed to answer these questions. Situations assessments are typically completed in four phases.

1. Introductions

A clear mandate from a convener allows the facilitator to initiate the situation assessment process by gathering preliminary information. The first circle of stakeholders are identified, the open-ended interview questions are prepared, and interviews are scheduled. The importance of keeping confidential statements confidential, even from the convener, is established at this early point.

One-on-One Interviews

Most situations assessments feature a series of 1-on-1 confidential interviews conducted with stakeholders and/or stakeholder representatives. All interviews follow the same basic protocol and include open-ended questions like: "What do you want the other stakeholder(s) to understand about you that you still don't think they understand?" Interviewees are also asked who else they think has a stake in the situation and if they'd be willing to engage in a problem solving or consensus building process designed to address the situation. The facilitator can answer questions and address concerns in private, so that each potential participant can make an informed decision about whether or not to participate in a problem solving or consensus building initiative.

II. Analysis

By the time the interviews are complete, the facilitator has a good idea of who the central players are, what concerns them, and whether or not a consensus building process is likely to succeed. The accumulated information is sorted through in a methodical way to confirm these impressions and to generate a complete report. In the analysis phase often entails: (1) summarizing the findings from the interviews, (2) mapping the areas of agreement and disagreement, and (3) assessing the feasibility of moving forward. Throughout this phase, ideas and opinions are not attributed to specific individuals or organizations.

III. Process Design

If the analysis concludes that a consensus process is feasible, the next step is to develop a preliminary process design. Recommendations are typically made regarding: (1) the goals of the consensus building effort, (2) the agenda of issues to be discussed, (3) procedures for selecting the appropriate stakeholder representatives, (4) the time frame and schedule for meetings, (5) ground rules, (6) the relationship of the process to other decision-making efforts, and (7) funding. Ultimately, a consensus building group must take "ownership" of the process in which they are involved. The inclusion of a proposed process design in the assessment report provides a starting point for discussion.

IV. Final Product

The process concludes with the preparation of a report. Depending on the situation, the report is presented in written form, oral form, or both. Particularly if the assessment recommends a subsequent consensus building process, a draft of the report is often provided to all interviewees to solicit comments on the descriptions of stakeholder needs/interests. Seeing their interests described in print often helps each party feel heard and understood, setting the tone for a successful consensus building process. The report includes a recommendation regarding whether or not a consensus building process should proceed.

Appendix G: Summary of the National Trust for Historic Preservation's Four Point Approach to Main Street Revitalization

As a unique economic development tool, the Main Street Four-Point Approach® is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride.

The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.

Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for the your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

Economic restructuring strengthens your community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Source: This summary (and much more information) is found at:

<http://www.preservationnation.org/main-street/about-main-street/the-approach/#.UT5WqI7UAI>.

Appendix H: Information About Community Branding

Community branding is also known as place branding and destination branding.

When undertaking a community or regional branding process, some communities create a tagline and a logo and think they're done. In reality, logos and taglines are marketing messages that reinforce your brand. Rather than being rolled out one-day, a community or regional brand is earned over time through word of mouth, social media, and other forms of publicity. A community doesn't suddenly wake up one day with a brand; it is the result of many coordinated actions and decisions. The development of a brand requires consistent effort by key champions.

Discovering and emphasizing Preston and Franklin County's brand is not just about marketing to tourists. It can also play a major role in implementing many recommendations found in this report related to, for example, creating new economic opportunities and inspiring cooperation and coordination between communities and organizations.

The benefits of developing your regional brand include:

- Distinguish yourselves from other regions and communities.
- Focus target marketing efforts to give the right information to the right people.
- Resources are limited in rural communities and you want to make sure you're not running in circles or guessing.
- Attract support from stakeholders and funders.
- Change public perception about your community for the better, if current perception is negative or a blank stare.
- Local residents will present a more consistent image when communicating with out of area family and friends and they'll know what's available, what's new, and what's in the works.
- Inspire creation of new businesses that connect to the brand.

Whose job is it to market/brand your brand?

- Anyone who is going to be involved in using/promoting the brand
- Anyone who is going to benefit from using the brand
- Business owners/business groups
- Nonprofit, economic development, and tourism organizations
- Local government (city and county)
- State community development agency

Here are tips for getting started on a community branding process with limited experience and funding:

- Engage retired/semi-retired folks with expertise. If nothing else, have lunch with them and pick their brains.
- Solicit assistance from state and regional organizations involved in tourism marketing; also, take advantage of free or low-cost on-line webinars.

- Talk to people in other communities/states who've had success.
- Individuals and firms have created branding blogs. Subscribe to them.
- Seek help from college and university classes, individual students, and Americorps volunteers.
- Focus on the Internet. Increasingly, it's where people are looking for the information and the return on investment is high.

Appendix I: Information about Cultural Tourism (aka Heritage Tourism)



CULTURAL HERITAGE TOURISM 2011 FACT SHEET

What is cultural heritage tourism?

Cultural heritage tourism means traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes irreplaceable historic, cultural and natural resources. To learn more about cultural heritage tourism go to www.culturalheritagetourism.org.

What benefits does cultural heritage tourism offer?

Tourism is big business. In 2009, travel and tourism directly contributed \$704.4 billion to the U.S. economy. Travel and tourism is one of America's largest employers, directly employing more than 7.4 million people and creating a payroll income of \$186.3 billion, and \$113 billion in tax revenues for federal, state and local governments. (Source: U. S. Travel Association, 2010)

In addition to creating new jobs, new business and higher property values, well-managed tourism improves the quality of life and builds community pride. According to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character. (Source: Cultural & Heritage Traveler Study, Mandela Research, LLC)

What challenges can cultural heritage tourism bring?

One challenge is ensuring that tourism does not destroy the very heritage that attracts visitors in the first place. Furthermore, tourism is a competitive, sophisticated, fast-changing industry that presents its own challenges. It is generally a clean industry: no smokestacks or dangerous chemicals. But it does put demands on the infrastructure — on roads, airport, water supplies and public services like police and fire protection.

What makes cultural heritage tourism work?

By working in local communities across the country over the past decade, the National Trust has developed five guiding principles to create a sustainable cultural heritage tourism program.

- 1) Collaborate
- 2) Find the fit between a community and tourism
- 3) Make sites and programs come alive
- 4) Focus on quality and authenticity
- 5) Preserve and protect resources

What does the National Trust's Heritage Tourism Program do?

The Heritage Tourism Program provides technical assistance in strategic planning, preservation, tourism development, interpretation and marketing on a fee-for-service basis. The Heritage Tourism Program has also developed a series of "how-to" publications and programs to help individuals and organizations developing cultural heritage tourism programs. For more information check out www.preservationnation.org/issues/heritage-tourism/ and www.culturalheritagetourism.org

What's new in cultural heritage tourism in 2011?

There's no question that the entire tourism industry, including cultural heritage tourism, is still feeling the impacts of the economic downturn that began in 2008. The direct contribution of travel and tourism to the U.S. economy dropped from \$772.9 billion in 2008 to \$704.4 billion in 2009. To help cultural and heritage tourism attractions survive in a down economy the Heritage Tourism Program has created a survival toolkit at www.preservationnation.org/survival-toolkit, and a new "Survival Boot Camp" has been added to the list of cultural heritage tourism workshops offered by the Heritage Tourism Program.

What publications does the National Trust offer about cultural heritage tourism?

To help communities, regions, and states develop or enhance cultural heritage tourism activities, the National Trust has publications and products, including:

Touring Historic Places

A 16-page guide for group tour operators and managers of historic sites to develop, market, and host group heritage tours. (\$10 plus \$4 S&H)

Share Your Heritage: Cultural Heritage Tourism Success Stories

An 80-page four-color publication featuring cultural heritage tourism success stories from across the country, plus *Stories Across America: Opportunities in Rural Tourism*: a companion 44-page publication of rural tourism success stories. (\$25/pair plus

\$5 S&H)

To order:

Send a check to:

National Trust for Historic Preservation, Mountains/Plains Office
535 16th Street, Suite 750, Denver, CO 80202; (303) 623-1504

For credit card orders:

Preservation Books at 202-588-6296 or www.preservationbooks.org

Where can I find more information about the National Trust for Historic Preservation?

For more information about the National Trust for Historic Preservation, or for historic preservation assistance, call (202) 588-6000 or www.PreservationNation.org.

The National Trust headquarters office is located in **Washington, DC**. There are regional offices of the National Trust in **Chicago, IL; Denver, CO; Boston, MA; Charleston, SC; Fort Worth, TX** and **San Francisco, CA**.

Appendix J: Creating a Historic District and becoming a Certified Local Government in Idaho

Certified Local Governments (CLGs) are communities that have shown a commitment to historic preservation by adopting a local ordinance and creating a historic preservation commission. The program is a dynamic partnership between local governments, the Idaho State Historic Preservation Office (SHPO), and the National Park Service (NPS), to assist diverse communities in preserving their unique historic character. This program provides responsive technical assistance and small grants to local governments seeking to preserve for future generations what is important from their past.

The CLG Program responds directly to the needs of many different kinds of local communities and links them to the national historic preservation program established by the National Historic Preservation Act. In recent years, the Idaho SHPO has distributed about \$70,000 annually to city and county programs through the CLG grant program. Over 30 communities are participating in the program.

How can my community become a CLG?

Cities, Counties and Tribes interested in becoming a CLG should call (208) 334-3847 or e-mail.

How can we apply for CLG grant funds?

Only CLGs are eligible to apply for this pool of federal Historic Preservation Funds. Existing CLGs interested in annual grants should download the CLG Grants Manual for application instructions and regulations. Applications are due in September. Qualifying grant projects include: identification and survey of historic properties, nominating properties to the National Register of Historic Places, publications, training, educational workshops and meetings, etc.

Certified local governments in southern and southeast Idaho include: Idaho Falls, Pocatello, American Falls, Rupert, and Twin Falls.

The above information comes from the Idaho State Office of Historic Preservation. Go to <http://history.idaho.gov/state-historic-preservation-office>.

Appendix K: Residents Who Expressed an Interest in Future Efforts

The following individuals completed a “sign me up” card during the community review to express their interest in being involved in community and economic development efforts going forward.

Last Name	First Name
Anderson	Kay
Anderson	Steve
Bagley	Bill
Baltodano	Jasmine
Beckstead	Kris
Beckstead	Scott
Benoit	Nicki
Bowles	Patricia
Chesney	Patty
Coulson	Courtney
Dodge	Brent
Hansen	Linda
Hart	Beverly
Hunzeker	Dee
Hunzeker	Sheyenne
Jepperson	Christy
Johnson	Becky
Judd	Paul
Kimpton	Jeremy
Mariscal	Jennifer
Onkes	Dani
Rallison	Pat
Redders?	Sage
Seamons	Randolph
Spackman	Bruce
Swainston	Paul & Glenda
Tanner	JoRane
Thames	Jeff
Wall	Brad
Ward	Leonard
West	Doug
West	Susan
West	Ralph
White	Alan
Workman	Scott
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Appendix L: University of Idaho Extension's Community Coaching for Grassroots Action program brochure



Contact and Information

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COSTS AND COMMUNITY RESPONSIBILITIES

Community costs for the training and facilitation services will vary depending on location and availability of Extension personnel and funding. For CCGA, communities are generally expected to pay most travel costs, but not the salaries of Extension faculty and staff. If a local Extension person is not available for long term coaching, the community may choose to hire a coach or recruit a volunteer. Additionally, communities are expected to recruit participants, as well as advertise workshops and meetings and coordinate venues and refreshments as needed. The Leadership to Make a Difference Institute (LMDI) has some additional staffing and materials costs, but in general, both CCGA and LMDI costs are kept as low as possible in order to make them available to very small communities with very small budgets.



Partners

The University of Idaho Extension Community Development Team

with faculty located in all regions of the state, focuses on leadership, business and economic development and community design. Co-chairs are Harriet Shalkee (hsalkee@uidaho.edu) and Kathie Tift (ktift@uidaho.edu). For more information about Extension programs in Community and Economic Development: <http://cd.extension.uidaho.edu/>.

The Idaho Rural Partnership (IRP)

joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho. IRP's Idaho Community Review brings experts from across the state to small communities for three days to provide objective observations, recommendations and resources to help communities build capacity, engagement and the local economy. For more information: <http://irp.idaho.gov>.

Leadership to Make a Difference Institute

A collaborative partnership between University of Idaho Extension and the Sports Center at the Monastery of St. Gertrude. LMDI is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues. For more information, contact Kathie Tift (ktift@uidaho.edu).

COMMUNITY COACHING FOR GRASSROOTS ACTION

LEADERSHIP IN ACTION



I suppose leadership at one time meant merely, but today it means getting along with people.
—Mahatma Gandhi

Community Coaching for Grassroots Action (CCGA) is designed to help communities build leadership capacity while developing and implementing a community vision. The program takes a "guide on the side" approach, with Extension faculty supporting community members as they identify their assets, create a vision, build open-upon strategies and develop the networks and good working relationships needed for progress toward prosperity for everyone.

University of Idaho Extension builds partnerships to *Ignite, Coach and Sustain* positive change in Idaho's rural communities

CCGA can be implemented in conjunction with the Idaho Community Review process (www.idaho.gov/Home/Community_Review). The review creates a comprehensive inventory of community assets, focus areas for action and menu of strategies and resources for implementing recommendations. The review **ignites** change and engages a broad spectrum of the community in the process. CCGA captures that energy and builds on its momentum through a community **coaching** process.

UI Extension faculty provide neutral facilitation and coach community leaders and action committees as they implement plans in the months following the Review.

LAUNCHING THE PROGRAM

The CCGA process begins with an initial meeting to introduce the program and develop an outreach plan followed by a series of intensive workshops over the course of 2 - 3 months. Typical workshop sequence:

1. **Creating a Community Vision**

Futures Game - Learn to think beyond immediate gains and identify investments in community that will reap long-term benefits.

Understanding the Local and Regional Economy - this is essential for identifying the community's assets and thinking about how to link them for effective economic development.

Building a Vision from Assets - Identifying community assets involves listing the obvious rivers, views, highways and buildings - but it also involves looking at what is working well in the community and the root causes of local successes. This helps the community distill the essence of the best of the community's culture, people, enterprises and leadership and turn that into a vision and focus areas for action.

2. **Creating Action Teams & Steering Committee**

This workshop series focuses on how to build effective teams and manage meetings and relationships to avoid needless conflict. Once action teams are formed, the group is led through the process of selecting a steering committee and identifying its roles and responsibilities.

From this point, action teams will usually be meeting on their own but will come together regularly for a period of time in order to facilitate communication, enhance individual

and team skills and **sustain positive change**.

COACHING & MOVING FORWARD

In addition to continued facilitation/coaching, capacity-building workshops will be provided as needed/requested by the teams. Topics may include (but are not limited to) >Effective goal setting; >Entrepreneurial communities; >Creating a vibrant downtown business district; >Using social media to support community activities.

LEADERSHIP TO MAKE A DIFFERENCE INSTITUTE

This program is for communities wishing to focus on building local leadership capacity and so is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues through:

- Strengthened skills for leading meetings, working with others, and dealing with conflict.
- Strategies for communicating, partnering and fundraising within communities, and
- Development of a personal leadership plan and strategies for implementing new ideas in current community work.