



# Rigby Community Review

*June 3-5, 2014*

*Report printing courtesy of Idaho Transportation Department*

# Rigby Community Review Report



*June 3-5, 2014*

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 208-780-5149 or visit [www.irp.idaho.gov](http://www.irp.idaho.gov).



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Idaho Department of Labor  
Idaho Latino Economic and Development Center  
Museum of Idaho  
Western Alliance for Economic Development  
Idaho Commission on the Arts  
Preservation Idaho  
City of New Meadows  
City of Fairfield



# ACKNOWLEDGEMENTS

The success of the Rigby Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, or participating in a listening session or other conversation with the visiting team. Special thanks to Bob Ziel, Melodie Halstead, Paula Gilbert, Charlie Taylor, Gae Lynn Hinckley, Debbie Karren, and Mayor Jason Richardson for their time and leadership.

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

Jefferson County School District #251

Rigby City Library

City of Rigby

The Development Company

Journeys

Rigby Senior Citizen Center

Pat Scott

Rick Lamoreaux

Jefferson-Star News

Bambino's

Gator Jack's

Broulim's

Me-N-Stan's

New Star Chinese Restaurant

# Home and Visiting Teams for the Rigby Community Review

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## Visiting Team

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### **Arts, Historic, and Recreation Resources**

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Sunny Katseanes, Museum of Idaho  
Rene Magee, Preservation Idaho  
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Ted Vanegas, Idaho Transportation Department

### **Civic Life and Community Involvement**

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Mike Field, Idaho Rural Partnership  
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Mac Qualls, City of New Meadows  
Megan Stelman, City of Fairfield

### **Listening Sessions**

Lorie Porreca, Federal Highway Administration  
Erik Kingston, Idaho Housing and Finance Association

### **Leadership, Support, and Coordination**

Mike Field, Idaho Rural Partnership  
Vickie Winkel, Idaho Rural Partnership  
Jon Barrett, Clearstory Studios

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## PART I EXECUTIVE SUMMARY

The City of Rigby submitted an application for a community review to the Idaho Rural Partnership in February 2013. The application is found in Appendix A. The community review was conducted from June 3-5, 2014.



As with the 32 other community reviews that have been completed since 2000, direct costs to the City were limited to the cost of mailing a survey to Rigby area households and food and transportation for the visiting and home team for the three-day period.

The Rigby Community Review concentrated on the three focus areas selected by community and economic development leaders: (1) economic development, (2) arts, historic, and recreation resources, and (3) civic life and community involvement. In addition to the mailed survey described above, the review also included 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 identified by the visiting team are found below.

### 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 told us they do NOT want a future that includes (in no particular order):

- Stagnation
- Crime
- Gangs
- Unplanned development
- Government over-regulation
- Vacant or dilapidated buildings
- Decline in agriculture

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

- More businesses and jobs
- More inclusive community
- Community activities

- More bike and pedestrian connectivity
- Increased opportunities in the arts

## **Summary of Community Concerns and Opportunity Areas Identified by the Visiting Team**

The visiting team identified the following opportunity areas within each of the three selected focus areas. See Part IV for detailed recommendations under each opportunity area.

### **Economic Development**

#### **Community Concerns**

- Residents do not want Rigby to be a bedroom community to Rexburg and Idaho Falls.
- There is concern about the impacts of future growth and development, especially if it is not planned well.
- There is a strong desire for new businesses in order to increase jobs, services, and shopping opportunities in the community. Residents would also like to see greater support for existing Rigby businesses.
- Many people are concerned about the number of vacant or idle buildings in the community, especially in and near the downtown area.
- Residents and business owners want to see Rigby become a business- and entrepreneur-friendly community.

#### **Summary of Economic Development Opportunity Areas**

Opportunity Area 1: Become a business- and entrepreneur-friendly community.

Opportunity Area 2: Improve collaboration and coordination between businesses and other economic development stakeholders.

Opportunity Area 3: Celebrate and build on Rigby's history and identity as a home for innovators and inventors.

Opportunity Area 4: Let the outside world know about Rigby's assets and opportunities.

### **Arts, Historic, and Recreation Resources**

#### **Community Concerns**

- Desire to increase the variety and quantity of arts and cultural opportunities
- Strong support for making walking and biking safer and more appealing
- Rigby sees itself as a healthy, active community
- Outdoor recreational opportunities are beloved
- Celebrating your history is a high priority

## **Summary of Arts, Historic, and Recreation Resources Opportunity Areas**

Opportunity Area 1: Develop in indoor venue to offer new arts, cultural, and recreation opportunities.

Opportunity Area 2: Improve conditions for biking and walking.

Opportunity Area 3: Develop organizational capacity and leadership within community organizations.

Opportunity Area 4: Take Rigby's history to the community and its visitors.

Opportunity Area 5: Continue to develop and create community events and recreational amenities.

## **Civic Life and Community Involvement**

### **Community Concerns**

- There's a strong desire to see sustained community involvement.
- Communication between community organizations and social groups is often incomplete or disconnected. Residents want to be better informed.
- Residents want to see greater social connection and sense of community, and inclusion between different groups.
- Some frustration about the negative, adversarial tone of public discourse.
- Connecting existing and new housing and neighborhoods.
- Desire for places that bring the community together.

### **Civic Life and Community Involvement Opportunity Areas**

Opportunity Area 1: Build bridges between social and cultural groups.

Opportunity Area 2: Encourage sustained community involvement among residents.

Opportunity Area 3: Meet Rigby's current and future housing needs.

Opportunity Area 4: Plan for future growth that fits your traditional, walkable community.

### **A Fourth Focus Area**

In Part V of this report, the visiting team offers observations, recommendations, and resources regarding another topic that came up often during the community review: downtown revitalization. Continuing to use public and private partnerships to complete physical improvements, increase organizational capacity, and develop promotional efforts and events in the downtown area will help strengthen existing and new businesses, increase jobs, and affirm downtown as the heart of the community.

## About Change

The visiting team ends this executive summary with some comments about change. We believe that change is one thing Rigby — 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. Businesses will come and go. No community stands still, frozen in time.

We ask the residents and leaders of Rigby: would the community rather take its 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 take control over your own destiny? Such questions are at the heart of community and economic development.

## 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 identification of community concerns and 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 appointed or elected officials.



As described by the Community Coaching for Grassroots Action brochure found in Appendix I, low cost post-review follow-up assistance is typically 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](http://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 15-20 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. Appendix A contains biographies and contact information for the Rigby 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 Rigby to learn about issues and opportunities through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concluded on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources.

The program cannot instantly resolve all issues, but the 32 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 Rigby Community Review was a collaborative project of IRP member organizations and agencies, the City of Rigby, Region IV Development Association, Inc., and USDA Rural Development. Local funding partners included the Bank of Commerce, US Bank, Key Bank, Zions Bank, Wells Fargo Bank, Rigby Urban Renewal

Agency, Rigby Chamber of Commerce, Rocky Mountain Power, and Broulim's. Additional supporting agencies and organizations are identified at the beginning of this report.

## **Purpose, Use, and Format of this Report**

This report is presented to the community residents and leaders of the City of Rigby and immediate area. 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 to 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: Downtown Revitalization.

## **Pre-Review Planning and Training**

The City of Rigby submitted a community review application to the Idaho Rural Partnership in February 2013. This application is found in Appendix B. In March 2014 the IRP Community Review Ad-hoc Planning Committee and home team leaders began weekly planning meetings via conference call. Developing a pre-review community survey of Rigby area households was the group's first order of business.

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

- Economic Development
- Arts, Historic, and Recreation Resources
- Civic Life and Community Involvement

Visiting team members also conducted a series of interviews with specific stakeholder groups. These “community listening sessions” are described beginning on page 19.

## **Home Team Training**

On Friday, May 2, 2014, available members of the home and visiting teams met in the council chambers at Rigby City Hall for a two and one-half hour training and orientation session. Approximately 20 people attended the session. It allowed participating members of the home teams to understand the purpose of the community review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks. Prior to the training, visiting team leaders Mike Field and Jon Barrett conducted a listening session with the Current Events class at Rigby High School. Home team leaders Bob Ziel and Melodie Halstead also took Mike and Jon on a driving tour of Rigby and surrounding area.

## **Monetary Value and Costs Paid by the City of Rigby**

The in-kind value of the Rigby Community Review exceeded \$60,000. Imagine the cost of hiring 21 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 cost value of the community review as in-kind match when submitting future funding requests.

## Recent Community and Economic Development Efforts

Rigby leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts in the community. 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 of numerous new businesses in the recent past. They are described in the City's community review application and were discussed during the review itself. The following summary is not intended to be all-inclusive.

### Recent and Ongoing Capital Projects

- Completion of new Rigby High School and converting former high school into Rigby Junior High
- New County Courthouse and Sheriff's Office
- Downtown street revitalization project, including new sidewalks (with ADA-compliant curb ramps), pavers, trees, and lighting
- Wastewater treatment plant expansion/upgrade
- Water system upgrades
- Conversion of park irrigation systems to canal water in order to eliminate use of potable water for this purpose
- Improvements to the shelter at City Park, South Park walking path
- Enhancements at the Veteran's Memorial Park and Daughters of Utah Pioneer Memorial
- Tree planting and other improvements at the rodeo arena
- Revitalization of the Bennion Pocket Park
- Remodel of the library basement and new police station
- Improvements at the Idaho National Laboratory parking lot
- Extension of airport runway and creation of tie-down area
- Upgraded lighting at library, police department, and city hall
- Improvements at Rigby/Jefferson Lake (e.g. campground, bike path)



### Planning, Policy, Design, and Organizational Development Initiatives

- Update of the City's comprehensive plan and zoning ordinance (in process)
- Formation of Jefferson County Arts and Recreation Council
- Heart and Soul Fun Run

## Community Expectations and Identification of Focus Areas

As described previously, community reviews concentrate on three subject or “focus” areas identified by the home team. Descriptions and expectations for each of the focus areas selected for the Rigby Community Review are provided in this section. Community expectations are expressed in the City’s application to the Idaho Rural Partnership and were discussed with the home team in the months and weeks leading up to the review. The home and visiting team leaders used this information 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. For the listening sessions, the home and visiting team leaders sought a balance of stakeholder groups to represent a cross-section of residents.

### 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.

Home team leaders identified the following economic development-related issues in the months and weeks leading up to the community review. Many of these topics are also described in Rigby’s community review application (Appendix B).

- The community has several privately- and publicly-owned vacant buildings in and near the downtown area. The home team asked the visiting team to evaluate these buildings and identify strategies to find new economically productive commercial and public uses for them.
- Help the community identify the types of potential new businesses that would benefit Rigby — in terms of increasing goods, services, jobs, and tax base.
- Identify steps the City of Rigby could take to become more business-friendly. Local information is that Rigby has a high number of small start-up businesses. How can they be better supported and what can the community do to facilitate the creation of such businesses?
- Suggest ways the community can leverage and capitalize on Rigby’s proximity to nearby world-class recreation areas (e.g. Yellowstone and Grand Teton National Parks, Island Park).



- Assess what would motivate Rigby residents to support locally owned existing businesses by getting more of their goods and services in Rigby, as opposed to Rexburg or Idaho Falls.
- What should the City of Rigby keep in mind as it moves forward to update its comprehensive plan and zoning ordinance (in terms of both the content of the plan and the public involvement process)?
- The community is looking for ways to get the word out about what Rigby has to offer as a place to live, work, and visit. How should Rigby communicate its strengths and assets?
- How can Rigby attract new light industrial or manufacturing employers? What type?

### **Arts, Historic, and Recreation Resources**

Like all focus areas, the Arts, Historic, and Recreation Resources focus area is indirectly, if not directly, connected to economic development. A community that places a priority on developing opportunities for artistic and cultural expression, recreational amenities and programs, and the celebration of its history is appealing to employers, individuals, and families looking for a place to call home. These assets also help keep businesses and residents in the community for the long-term.

The Rigby home team asked visiting team members to consider the following opportunities and challenges during the community review:

- Help the community evaluate potential and appropriate uses of the vacant Rigby Junior High School. Whatever use is envisioned (e.g. private, public, or combination thereof), should the building be re-used or should it be removed and a new building or buildings built on the property?
- What physical improvements should be made at Rigby Lake? How can the community increase awareness of this significant asset among both residents and visitors?
- Give the community recommendations to make Rigby more safe and enjoyable for biking and walking.
- How can Rigby tell the story of its noteworthy history and past residents, including, but not limited to Philo T. Farnsworth?
- How can Rigby's history as a home to multiple inventors and creative people inspire today's business leaders and youth? Can this interest in creating and inventing be consciously cultivated and celebrated in Rigby today? What could this mean for business creation and economic development?
- The community is looking for strategies to increase the number and diversity of its arts, cultural, and recreation opportunities in general.
- Provide observations and recommendations related to the improvement and expanded use of the fairgrounds, rodeo arena, and adjacent park.

## **Civic Life and Community Involvement**

The Civic Life and Community Involvement focus area is typically about leadership development, increasing volunteerism, and improving communication between the City leaders, community organizations, business community, and residents.

Rigby home team leaders requested the visiting team to look at the following topics during the community review under this focus area:

- Strategies to engage all segments of Rigby’s population in community projects and events, especially those segments that have been historically less involved. Once they become involved initially, how can community organizations keep people engaged?
- Recommendations related to increasing the feeling of ownership among residents, increasing volunteerism, and development of future leaders.
- Facilitate understanding and bridge social divisions between different cultural, ethnic, religious, and political groups in the community.
- Do people who live outside the city limits have a different relationship with the City or the community than people who live within city limits? What does this mean for community involvement?
- What can the community do to be more welcoming and supportive of newer residents and families who want to get involved?
- How can coordination, collaboration, and communication be improved between Jefferson County, City of Rigby, and the other municipalities in the area?

## **Other Issues of Concern**

- Is Rigby’s housing supply and affordability meeting the needs of current residents? Going forward, is there a particular type of housing that should be encouraged?
- What is the most appropriate way for Rigby to continue with its downtown revitalization efforts?

## **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 Rigby and surrounding area to share their ideas, experiences, and perceptions regardless of whether or not they had direct contact with the visiting team during the review. The information provided by the survey 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 April 2014. Survey topics included the following:

- Arts, history, and recreation opportunities
- Quality and availability of services and facilities such as library, education, social services, and multi-use pathways

- Employment and economic development
- Public involvement and information

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

The City of Rigby provided an initial list of 4,944 households residing within the Rigby School District. Visiting team leaders used this list to create a random sample of 800 households. Surveys were mailed to these households on May 1, 2014. During the week of May 5-9, an additional 200 surveys were hand-delivered to households living in multifamily and manufactured housing. Each survey envelope included the survey in English and Spanish, a stamped and addressed reply envelope, and a cover letter from Mayor Jason Richardson.

The 1,000 households who received surveys represented 20% of the total number of households in the area. Completed surveys were received by the Idaho Rural Partnership and tabulated using the Idaho Department of Commerce's access to [www.surveygizmo.com](http://www.surveygizmo.com).

The 150 completed surveys received by the Idaho Rural Partnership represent a respectable response rate of 15%. The mailed survey form and a detailed accounting of survey results of are included as Appendix C.

### **Summary of Survey Results**

A slight majority of survey respondents (52.6%) were female. Just less than one-half (41%) of people who completed a survey have lived in the Rigby for more than 20 years. When asked about commuting to work, more than one-half of survey respondents (52.5%) of respondents indicated they commute to jobs outside of Rigby.

While the survey did not include a question about ethnicity, information published by the U.S. Department of Commerce in 2011 showed that 15.3% of Rigby's residents identified themselves as Hispanic. We also know through U.S. Census data that Rigby is a relatively young community, with a median age of 28 (Idaho's median age is 34.5).

### **Arts, History, and Recreation Opportunities**

The survey asked Rigby area residents to indicate the relative importance of various arts, historic preservation, and recreation opportunities and facilities. Respondents rated the following opportunities and facilities as most important:

- Quality of parks
- Availability of recreation programs
- Jefferson Lake
- Rigby Rodeo Grounds/Jefferson County Fairgrounds

Youth services and facilities, a farmer's market, and the development of a multi-use arts, recreation, and education center were also identified as being important. A number of survey



respondents expressed support for a community swimming pool even though they weren't specifically asked about their support for such a facility.

### **Community or Social Services**

In the second section of the survey, respondents indicated a relatively low level of satisfaction with bicycle and pedestrian pathways and high-speed Internet service and a higher degree of satisfaction with the library, availability of housing, and quality of education.



### **Economic Development, Downtown, and Housing**

The survey also asked several questions related to job opportunities, types of businesses, and downtown. As in many rural Idaho communities, there is clear dissatisfaction with the *availability* of local jobs, with over 42% of respondents saying they are either somewhat or highly dissatisfied. A slightly lower percentage (39%) are somewhat or highly dissatisfied with

the *quality* of local jobs. A similar number of respondents (43%) are somewhat or highly dissatisfied with the variety of local businesses. In contrast, Rigby residents completing the survey expressed a significantly high level of satisfaction with the following:

- Variety of goods available in local stores
- Appearance of downtown Rigby
- Appearance of public buildings

Survey respondents offered the following responses most often when asked to identify types of businesses they would like to see in the community:

- Grocery store/supermarket
- Restaurants
- Clothing stores
- Sporting goods

When asked to identify factors that prevent them from supporting locally owned businesses more often, the following responses were most frequently chosen, in descending order:

- Cost
- Services and products I need are not available in Rigby.
- Local businesses are not open when I need them.

A lack of parking and inconvenient business hours was *not* identified as a significant barrier to supporting Rigby businesses.

### **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. Survey respondents indicated strong interest in being better informed about community issues and projects. A large percentage also indicated they are satisfied with opportunities to be involved in decisions affecting the community. Respondents also expressed interest in seeing an improvement in the quantity and quality of information provided by the City of Rigby.

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

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

Written responses offered by survey respondents suggest that social and ethnic divisions in the community (e.g. religious, political, length of residency, etc.) make greater involvement difficult for some people.

### **Key Participating Individuals**

The success of the Rigby 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 Rigby residents did an outstanding job leading the home team. Bob Ziel provided overall coordination with support from Melodie Halstead, City of Rigby Planning and Zoning Administrator. Debbie Karren served as coordinator for the community listening sessions. The home team focus area leaders included Paula Gilbert (Economic Development), Charlie Taylor (Arts, Historic, and Recreation Resources), and Gae Lynn Hinckley (Civic Life and Community



Involvement). Finally, Mayor Jason Richardson supported the community review with his time and leadership. The six 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 22 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 A. The following people served as visiting team focus area and listening session leaders:

#### *Visiting Team Focus Area Leaders*

Jerry Miller, Idaho Department of Commerce	Economic Development
Cathy Bourner, Idaho Division of Tourism	Arts, Historic, & Recreation Resources
Brian Dale, Dept. of Housing & Urban Development	Civic Life & Community Involvement
Lori Porreca, U.S. Federal Highway Administration	Listening Sessions
Erik Kingston, Idaho Housing and Finance Association	Listening Sessions

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. Chrissy Bowers, Idaho Department of Commerce and Megan Stelman, City of Fairfield, also made valuable contributions as members of the visiting team.

Known as the ad-hoc committee, the following individuals began meeting with home team leaders in March 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
Stephanie Cook	Idaho National Laboratory
Paul Lewin	University of Idaho Extension
Erik Kingston	Idaho Housing and Finance Association
Jerry Miller	Idaho Department of Commerce
Cathy Bourner	Idaho Division of Tourism
Brian Dale	U.S. Dept. of Housing & Urban Development
Lori Porreca	Federal Highway Administration

## **Review Itinerary**

The home and visiting team focus area leaders named above 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, June 3 with a walk-thru tour of the old Rigby Junior High School. A bus tour of Rigby and surrounding area immediately followed. A listening session with the home team was then conducted from 4:15-5:30 pm at the Rigby Library. Community listening sessions are described in detail beginning on page 19. The evening ended with dinner, followed by a town hall meeting at the Middle School Commons. 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, June 4 began with breakfast and presentations by Pat Scott (history of Rigby) and Rick Lamoreaux (infrastructure assets and needs). 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 morning and afternoon itinerary for each focus area are summarized below.

### **Economic Development**

- Meet with small business owners and other economic development stakeholders at Journeys Activity Center
- Walking tour of Main Street; meet with owners of vacant buildings
- Visit and meet with owners/management of the following employers:
  - The Carmel Tree
  - Broulim's
  - Queen Bee Air Services
  - Prepared Pantry
  - Klim

### **Arts, History, and Recreation Resources**

- Tour of Jefferson County Fairgrounds and Rodeo Arena
- Visit former Jefferson County Courthouse
- Meet with artists and arts stakeholders at City Hall
- Visit Jefferson Lake and talk with County staff about current uses, recent improvements, and future plans
- Discuss bicycle and pedestrian connectivity issues and opportunities
- Tour Farnsworth museum and meet with museum management/volunteers
- Meet with leadership from the Heart & Sole Fun Run

### **Civic Life and Community Involvement**

- Driving and walking tour of fairgrounds and rodeo grounds, parks, churches, and residential neighborhoods
- Meet with young families in the park at City Shelter
- Meet with civic group leaders (Lions, Rotary, Veteran's)
- Meet with community event stakeholders (Old Iron, Chamber of Commerce, Dolly Peterson, Karl Anderson, Todd Stowell)
- Meet with education stakeholders (library, summer reading program, Journeys, Rigby School District)

As described in Part III, community listening sessions were conducted with selected stakeholder groups while the three focus areas followed the itineraries above. Wednesday, June 4 concluded with dinner in the library/community center basement.

The visiting team re-convened the morning of Thursday, June 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 community meeting following dinner on Thursday night at the Middle School Commons.

## Publicity and Public Participation

Numerous efforts were made to make residents and business owners of Rigby and surrounding area aware of opportunities to participate in the community review. The community survey mailed in early May included a cover letter signed by Mayor Richardson. This letter announced



the community review and encouraged participation. Coverage of the community review by Jefferson-Star Newspaper was excellent. An article summarizing the community review published on June 11, 2014 is included as Appendix E. In addition, the home team did an excellent job placing sandwich board signs on downtown sidewalks and posting community review flyers on community bulletin boards and at several places of business in the days leading up to the review. Furthermore, the home team created a unique logo and a Facebook page for the community review.

Attendance at the two large community meetings exceeded what is typically experienced as part of other community reviews. Approximately 60 people attended the community meeting on Tuesday, June 3

and about 50 people came to the final presentations on Thursday, June 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. Nearly all home team members participated throughout the review. As noted in Part III of this report, attendance at some of the community listening sessions was lower than expected.

## 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 Rigby Community Review included listening sessions with the following stakeholder groups:

- High School students
- Home Team
- Town Hall Participants – Rigby residents
- Farmers and Ag stakeholders
- Senior Citizens
- Law Enforcement/Emergency Services
- Hispanic Residents

Listening sessions lasted approximately 60 minutes. Participants are not prompted to talk about specific subjects, nor were the sessions directly associated with any of the three focus areas selected for the review. Facilitators simply ensured stakeholder groups understood the four questions below, 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 will have to be overcome to attain your desired future?
4. What assets exist that can be used to bring about your desired future?

Participants were asked to write their confidential thoughts at the beginning of each listening session using a form with the following introduction:

*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. Like asking your doctor for a diagnosis, the process works best when we have your honest experience and perceptions in your own words; 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?

Listening session participants were clear about what they don't want to see in Rigby in coming years. The word cloud below reflects response frequency. The larger the text, the more often we heard that particular response.



### Future Growth Concerns

As seen in the above word cloud, ‘unplanned development’ was seen as undesirable. This was alternately expressed as ‘unplanned growth,’ but in both cases appear to refer to expansion of the built environment in and around Rigby without consideration for compatible land uses, future needs or unwanted impacts on the community. One example reflects residential or ‘hobby farm’ development adjacent to traditional working lands (farms and ranches) and problems arising from invasive weeds, noises, odors and lights. Agricultural producers and professionals fear potential challenges to their ‘right to farm’ arising from these issues.

At the same time, we heard from residents who don't want ‘government regulation.’ This is worth further conversation in the community, since ‘planned development and growth’ imply some sort of generally agreed-upon rules or guidelines.

Some respondents referred specifically to ‘ghetto housing’ or ‘affordable’ housing. We weren't sure how to interpret this, since affordability is a relative term that applies to all households, meaning housing costs that do not exceed 30% of total household income. Likewise, the term ‘ghetto housing’ is often used as code for housing or neighborhoods inhabited by other racial or ethnic groups. Given the small numbers in our sample, these are questions for future community discussion.



Others don't want what was referred to as stagnation, or a lack of change in the built and business environments. Examples mainly included the vacant or underutilized buildings in town, from those in the downtown business district to the old high school.

We also heard some concern around big box or chain retailers that may drive out more locally owned businesses and change Rigby's small-town character and personality.

### Cultural and Social Concerns

Many participants don't want to see divisions based on race, ethnicity and religion to persist in Rigby; nor do they want ongoing rifts among government entities and between 'government' and some residents that have created so much discord. There was a widespread, if not unanimous, opposition to unproductive conflict, rumors and discrimination seen as boat anchors keeping Rigby from moving forward.

### What DO you want to see in your community?

Listening session participants proposed several things they want to see in Rigby in coming years. The word cloud below is a visual representation of the responses we heard most frequently. The larger the text, the more often we heard that particular response.



## **Preserve and expand local control, opportunity and choice**

Participants in the listening sessions and community interactions generally agreed they would like to see more locally owned businesses added or expanded. Although few specifics were mentioned, we heard general interest in more retail and restaurant options. Locals also expressed a desire for more freedom of choice in transportation options like biking and walking, and an interest in expanding connectivity among local commercial and recreational destinations.

Several participants wanted to see the old junior high school preserved and repurposed, and proposed numerous alternatives for re-use of the classrooms and auditorium as an arts or community education facility, business incubator or other asset. Most recognized the challenges associated with this project and know that progress will depend on creative thinking, deep pockets, and broad agreement on local priorities.

Farmers want to see an appreciation and respect for the ‘Right to Farm,’ which, as described to us includes helping newcomers understand the realities of rural life (agriculture-related dust, noise, odors, and working hours), and the importance of weed and animal control in an area dependent on crop production and livestock.

## **Community health and unity**

We heard loudly and clearly from a range of participants that they want a more active and inclusive community. There was strong support for physical, social and cultural connectivity among people and places. Childhood (and adult) obesity and health are growing concerns throughout Idaho and the nation; creating a stronger community and economy, reducing health care costs and improving quality of life were all shared goals during group discussions.

Everyone we heard from wanted government entities and community groups to come together to work on common goals, overcome differences, and work to move the community and region forward.

## **What challenges exist that could prevent the future you want?**

Every community has challenges, whether imposed by outside forces or traced to local traditions, change or conflict. We heard about many issues that will no doubt be familiar. Below is the visual representation of all of the challenges we heard about in Rigby.



## Communication, Coordination, Collaboration, and Cooperation

By far the challenge most mentioned across all of the listening sessions was communication. We heard about communication related challenges between government entities, among local officials, between the City and residents, and among the various demographic and social groups within Rigby. Some participants felt that poor communication in Rigby results in lower community engagement and less coordination, cooperation and collaborations among individuals and groups.

Listening session participants expressed their frustration and concern that communication was either lacking or not civil between government agencies and officials. We heard that the lack of civil communication had resulted in several very public arguments among between officials and negative publicity that tarnishes the public image of Rigby. In addition, the general lack of communication has created a situation where government entities and offices are not coordinating and collaborating on multi-jurisdictional issues like land use planning, infrastructure development, and maintenance.

In general, the people we spoke with expressed that there is a general lack of communication about community events, programs, and activities. Some participants noted barriers to better communication and more community engagement as: (1) not having a local newspaper that supported public service announcements and, (2) not having a centralized on-line source for information about community activities. Others expressed frustration about not being invited to community events sponsored by religious and community organizations that they were not a member of.

Several individuals told us about their houses being skipped over when people were distributing flyers about community events sponsored by the LDS church. The Hispanic population, in particular expressed frustration about being left out of community events, and not being served by City programs and activities. For example, several people told us that the soccer field and equipment was in disrepair, while other sport and youth activities such as football and baseball were well-funded and had new equipment.

### **Attitudes and perceptions**

We heard participants use the terms apathy, fear of change, exclusion, lack of engagement. Recent negative media coverage, conflicts between local government officials, and religious, cultural and language differences were all cited as challenges that prevent the community from being inclusive and strong.

We heard the term ‘exclusion’ used frequently in relation to ethnic and religious differences. Some Hispanic participants expressed significant concerns over what they described as racism and discrimination. Whether intentional or the result of cultural insensitivity, racism and discrimination perpetuate division and create barriers for the entire community to move toward common goals.

We heard from many individuals across all of the listening session groups that Rigby is socially diverse, but not socially integrated. Many individuals that we spoke with expressed their experience of exclusion and intolerance when trying to find employment or participate in community activities and events. In particular, Hispanic residents were frustrated about the lack of Hispanic representation in local businesses, City and County staff, and elected officials. Individuals felt that they were being excluded from local employment and were obstructed from starting their own businesses in the City. One mother told us a story about her teenage daughter who applied to every local business in Rigby for a summer job, but was not hired or even interviewed by any.

Participants also expressed that it was difficult to get people to be involved in and support community activities. Those that typically organized community events told us that there was a general attitude of apathy in Rigby when it came to community activities.

### **Bedroom Community**

In addition, some people spoke about the challenges of being a bedroom community as many people leave the community to shop, work, and play. Rigby is fortunately located between two larger cities. Residents have access to many amenities like shopping and a university while still enjoying a small town lifestyle. However, for many Rigby residents, this is also a challenge. Participants expressed frustration with the lack of local jobs, local businesses, and local economic development, affordable housing choices, and the cost of access to parks and other community facilities. Residents were also discouraged about the number of empty buildings and underutilized infrastructure in the City. In particular, residents would like to see the downtown



Along with this, we understand many young people in the community have interest in and energy for getting more involved in community events and activities. There are also many seniors with long histories, diverse experiences, and wisdom to share and pass on. And, in general, Rigby's growing population provides another opportunity to bring new energy and ideas into the community to spur change and development.

## **Organizations**

Many people mentioned the benefit of programs available to kids here like the language immersion program (aka World Language Program), youth sports programs, social services, service clubs and churches.

## **Places**

The listening session participants also noted many physical and social assets in the community including the museum, the library, the fairgrounds and rodeo grounds, the parks, festivals, activities and programs that are available such as the Stampede Parade and Bed Races.

Others talked about the value of Rigby being a small town with traditional values. An example of this is a strong 4-H program, rodeo and County fair. Most people also mentioned the benefit of being close to all of the natural assets including the South Fork of the Snake River, Rigby/Jefferson Lake, Yellowstone, Ski Resort, farming and agriculture, the quality and quantity of water and water infrastructure, and trails and other recreation opportunities.

## **Observations and Recommendations**

What we know about your community is largely limited to our direct experience during the pre-visit and the review itself; we can only base our specific observations and recommendations on this small sample of Rigby residents. Our job is not to tell you what to do or how to do it; we merely want to encourage local discussions about local issues to create local solutions. We will offer recommendations based on our knowledge of existing resources and our experience working in similar rural communities.

We encourage each resident to consider a few points that seem relevant in the work we do:

1. Ask yourselves "what am I personally willing to contribute or sacrifice to make my community stronger, more prosperous and more resilient?" If the answer is 'nothing,' there is little incentive for anyone else to invest time and energy in your community.
2. Today's perceived adversary may be tomorrow's ally.
3. Are there areas of common interest where people can explore cooperation and collaboration? Sometimes this means a small, uncontroversial project or simply sharing meals, stories or hobbies. Seek opportunities to reach across boundaries and establish communication with those outside your 'orbit.'

Each person attending listening sessions was asked to sign up to participate in implementing change and community review recommendations. When processes are established to implement review recommendations, those who are not already involved can be called on to volunteer in some capacity. Keep in mind that some people are interested in many community issues, while others will have a narrower focus. Some like to go to meetings and be part of planning projects, while others just want to lend a hand when it's time to implement an activity—an event, a clean-up, a makeover, etc. Be sure to provide a menu of ways to be involved.

### **Food for thought**

One example of Rigby's caring community stood out for us. Public Works Director Rick Lamoreaux described an experience directing traffic during a community event on a hot summer day. He was standing out in the full sun near the entrance to one of Rigby's manufactured home communities. Nearby residents grew concerned about Rick in the heat and, through their young daughter (the parents only spoke Spanish), convinced him to seek shade and brought him some lunch and a cool drink.

As he visited with these 'Good Samaritans,' Rick noticed the City issued waste bins on their street were old, broken and barely held together with duct tape. He also knew that the normal procedure was to replace broken or damaged containers, but this particular neighborhood had been passed over. Through a random act of kindness, Rick was able to recognize and remedy the oversight, and a few lives were impacted.

This story illustrates something we have found throughout Southern Idaho communities. As we work more with both English- and Spanish- speaking residents, we are constantly struck by the shared values, concerns and community pride. It is common to meet with 2<sup>nd</sup> and 3<sup>rd</sup> generation Hispanic and non-Hispanic Idahoans whose ancestors helped build Idaho's robust agricultural industries, and who have deep roots in communities throughout the Snake River Plain. Recent community reviews have taken place in areas that are between 30% and 50% Hispanic.

The people we hear from in our Spanish-language listening sessions care about community, have strong family and faith values, work hard, want lower crime rates, and seek better educational and employment opportunities for their children. And just like the non-Hispanic residents we encounter, they want prosperous local economies and safe, clean communities. Time and again we hear that Hispanic residents are eager to contribute their skills, creative energy and resources to community projects, but language is a common barrier, and they aren't invited.

Ironically, the concern expressed by non-Hispanic community leaders involves a lack of volunteers and local capacity to tackle civic goals. We think we see an answer to this, but leave it to each community to figure out for themselves. Buena suerte a todos (Good luck to all).

## **PART IV      FOCUS AREA REPORTS**

### **Economic Development**

#### **Community Comments and Concerns**

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

#### **More Than a Bedroom Community**

Many residents shared with the visiting team they desire to see Rigby continue to grow as a complete community—with a full complement of jobs, public facilities, goods, and services. This desire is certainly in keeping with the community’s history. We clearly heard discomfort in response to any suggestion that Rigby would or should become a residential bedroom community of residents who travel to Idaho Falls and Rexburg for work, recreation, and shopping.

#### **Concerns about Future Growth and Planning**

Rigby residents expect population growth and development to occur in the future. It is precisely because of this likelihood that they are concerned about its possible consequences. In general, we heard strong support for planned development guided by thoughtful policy to minimize impacts such as increased noise, light, air and water pollution, crime, concentrated poverty, increasing taxes, and traffic congestion. We also heard opposition to large big-box development, with Wal-Mart being given as the typical example. Residents also recognized the past and present value of agriculture to the community and want to see its importance continue going forward.

In more than one meeting, business owners and other economic development stakeholders expressed an opinion or observation that the Rigby area does not have adequate land and sizable buildings suitable for manufacturing or light industrial uses and that future planning should address this need. One owner of a manufacturing business commented he is ready for expansion, but cannot find the larger property that would allow him to stay in Rigby.

#### **Desire for New Businesses**

A large number of Rigby residents want to see an increase in the number of businesses offering jobs, services, restaurants, and shopping options. Several people offered their opinion that they would like to see additional stores to compete with some of the existing businesses; many also shared a preference for local ownership (as opposed to national chains).

From city and business leaders we heard a specific desire for new light industrial/manufacturing employers, even if there were questions about the type of businesses that would be best to target for recruitment.



It was noted by some that there is not a lot of opportunity for young adults to get good paying jobs to raise a family in Rigby after graduating from BYU-Idaho, forcing many of them to leave the area.

Finally, people who have started a business in recent years said they could not find or didn't know where to find information and assistance about permitting, licensing, and similar requirements. Multiple Rigby residents told us they would like to see a physical or virtual place where people starting a new business could go for such assistance.

### **Importance of Supporting Rigby Businesses**

In repeated conversations, Rigby residents expressed recognition that local businesses are impacted when goods and services are purchased in Rexburg and Idaho Falls. Some acknowledged that additional local businesses would likely close unless people made it a priority to support Rigby businesses as much as possible. Related to this concern, we also heard strong support for ongoing efforts to revitalize downtown and make it a vibrant destination.

### **Vacant or Idle Buildings**

In the City's community review application and during the review itself, we heard much talk about Rigby's vacant and/or dilapidated buildings. These buildings included both private and public structures in and near the downtown area. The run down appearance of these buildings is clearly a concern. We noted a sense of optimism and potential among some about the potential of these buildings (e.g. former County Courthouse, former Junior High School, and commercial buildings on Main Street).



### **Telling Rigby's Story Outside the Community**

Many community residents and leaders think Rigby needs to get better at tooting its own horn to the outside world. Rigby has much to offer visitors who come for family reunions, community events, or a weekend of fishing on the South Fork—or who pass through on their way to Yellowstone and Grand Teton National Parks. Residents also said that finding ways to communicate what Rigby has to offer potential employers and employees as a place to live and own a business is equally important.

## **Being a Business and Entrepreneur-Friendly Community**

While opinions differed about the extent to which Rigby is a business or entrepreneur-friendly community, we heard no disagreement that the community and the city’s administration should be as supportive as possible. Some suggested that development in Rigby has not picked up since the Great Recession of 2007-2008 like it has in Rexburg and Idaho Falls.

## **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. Economic Development is abbreviated as “ED” throughout this section of the report.

The visiting team members assigned to the economic development focus area first identified four guiding principles for Rigby residents and leaders to take to heart:

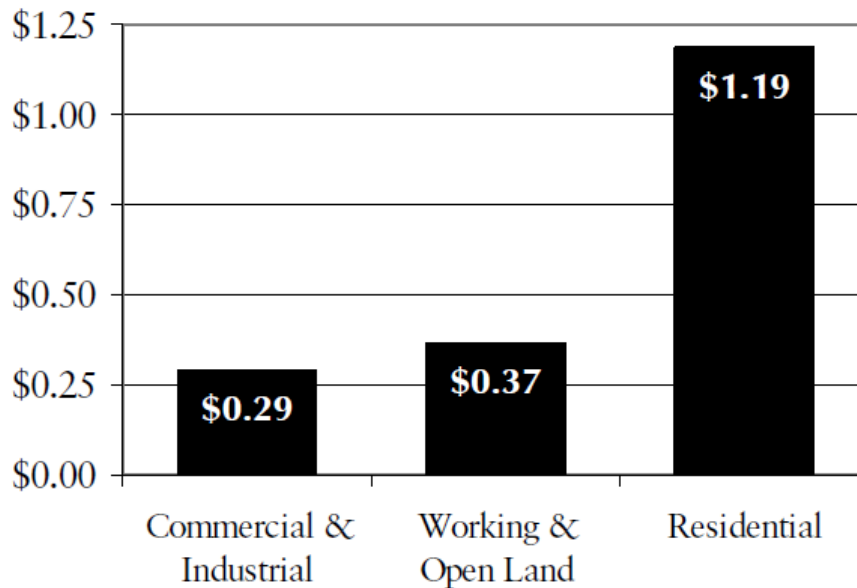
- Don’t lose sight of the tagline or motto once used to describe your community: “All roads lead to Rigby; it all happens here.”
- Do not compete with Idaho Falls and Rexburg—enhance, compliment, and offer choice.
- Actively seek opportunities to cooperate with other communities and organizations.
- Make the most of your unique assets.

To the visiting team, the existing assets that stand out the most include the following:

- Agriculture
- Innovation heritage
- New Americans
- Location
- Great public facilities
- Business affordability
- Local companies

All opportunities and related recommendations below keep these guiding principles and assets in mind. They also recognize Rigby’s vision to prosper as a community that offers the goods, services, amenities, infrastructure, and housing found in any complete, resilient community. We heard the message loud and clear—Rigby does not want to be a bedroom community where residents are forced to drive to Rexburg and Idaho Falls for employment and shopping opportunities. Moreover, the graphic below from the American Farmland Trust illustrates that communities that encourage an appropriate mix of residential, commercial, and industrial development are better able to improve and maintain infrastructure and services as growth occurs.

*Median cost per dollar of revenue raised to provide public services to different land uses*



Source: American Farmland Trust

**ED Opportunity Area 1: Become a Business- and Entrepreneur-Friendly Community**

We placed this opportunity upfront because it's a big one. Becoming a more business- and entrepreneur-friendly community involves a variety of strategies and actions. In summary, it is about supporting residents who want to create a new business, retaining and supporting the growth of existing businesses, and recruiting employers that are a good fit with the community's assets and vision. It often entails changes in policies and processes, strategic infrastructure investments, and consistent two-way communication between government, business, and other economic development stakeholders.

Our recommendations also reflect national research showing that up to 86 percent of new jobs are created by existing businesses in a community, rather than businesses attracted to a community.

## ***Recommendations***

ED 1.1 Form a business advisory committee that includes representatives of the City of Rigby, Rigby Chamber of Commerce, and other stakeholders. This committee would review and discuss policies and processes related to creating and growing a business in the City of Rigby and identify potential business-friendly changes. Their recommendations would be presented for consideration to the City Council.

ED 1.2 Add a page to the City’s website that describes how to start a business in Rigby and where to go for additional assistance and training for entrepreneurs and other business owners. This information should be in both English and Spanish. Also, the Chamber website should link to the City’s site, and vice versa.

ED 1.3 Acting on the recommendation above may eventually lead to the creation of a physical business incubator facility that would provide space and infrastructure to business start-ups.

ED 1.4 Continue to identify the type of goods and services wanted by people in Rigby. Take this recommendation a step further by conducting a retail leakage study to identify goods and services Rigby residents are frequently purchasing outside the community. In the survey conducted as part of the community review, we learned there is support in the community for the following types of new businesses:

- Grocery store/supermarket
- Restaurants
- Clothing stores
- Sporting goods

Existing and future businesses and business organizations would be wise to learn as much as possible about the needs and preferences of Hispanic residents. The retail spending of Hispanic consumers is projected to almost double over the next 10 years and account for almost one-fifth of total retail spending. Importantly, Hispanics spend money differently from other consumers. For example, they spend at least one and a half times more on children’s apparel, footwear, and fresh food than non-Hispanic consumers do — and smart retailers will need to account for this accordingly.\*

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

ED 1.5 Publicize and use existing nonprofit and government sponsored initiatives and programs that support new business start-ups and help existing businesses grow. These programs provide assistance with business planning, product development, marketing and financing.

ED 1.6 Nurture and celebrate entrepreneurship and innovation by encouraging high school youth and adult mentors to participate in the Business Innovation and Growth (BIG) Competition in Rigby. The BIG2015 Competition sponsored by Idaho National Laboratory and Grow Idaho

Falls is designed to educate entrepreneurs, inventors, and students in eastern Idaho about early stage financing. Submit your BIG idea, perfect your pitch and compete for funding. Additional information is found in the economic development resources section.

ED 1.7 Publicly celebrate the opening of each new business.

ED 1.8 The comprehensive plan and related zoning and subdivision ordinances should encourage development patterns and land uses that preserve your traditional small town character with grid streets, short blocks, and compact development. Also as part of long-range planning, the City should evaluate opportunities for annexation of areas that would be appropriate for future development and associated extension of City services.

ED 1.9 Make sure available commercial and industrial properties are listed on the Gem State Prospector website ([www.gemstateprospector.com](http://www.gemstateprospector.com)).



ED 1.10 Rigby has a dynamic specialty food cluster; encourage it to grow. Look for opportunities to support the creation or recruitment of additional retail and/or food processing and other agriculture-related businesses. Participate in one or two national organizations and/ or conventions specializing in food to bring national recognition to Rigby's assets, agricultural resources, and food-related businesses like Manwaring Cheese, Prepared Pantry, Idahoan, Larsen Farms, Broulim's, Caramel Tree, and more.

Pursuing this recommendation can also include development of agri-tourism businesses. Agri-tourism is broadly defined as any agriculturally-based operation or activity that brings visitors to a farm or ranch. It can include a variety of activities, including buying produce direct from a farm stand, navigating a corn maze, picking fruit, feeding animals, or staying at a B & B on a farm.

ED 1.11 Explore a community-owned retail business that would be set up as a co-op to feature local merchandise from companies like Klim, Prepared Pantry, and Manwaring Cheese.

ED 1.12 Develop a business retention and expansion visitation program to ensure consistent communication with existing employers. The purpose of this program is to help local business identify unique challenges and opportunities. It also creates an opportunity to better match K-12 and workforce education opportunities with the needs of local employers. Most business retention and expansion visitation programs share the following objectives:

- Demonstrate to local businesses that the community appreciates their contribution to the local economy.
- Help existing businesses solve problems.
- Assist businesses in using programs aimed at helping them become more competitive.
- Develop strategic plans for long-range business retention and expansion activities.
- Build community capacity to sustain growth and development.

ED 1.13 Under the Chamber of Commerce’s leadership or at least with strong participation by the Chamber, create a community-based campaign that educates and inspires Rigby residents to support Rigby businesses whenever possible and practical. This campaign could be named “Think Rigby First”, for example. A list of reasons to support locally-owned businesses is included as Appendix F.

Local retailers participating in this effort could, for example, establish a frequent buyers program. The goal is to create repeat customers and to encourage existing repeat customers to shop more often. Print small cards with a business name, address and phone number and give them to the customers. Each time a customer returns and makes a purchase, punch a hole in her/his card. After the card is punched for the 10th time (or whatever time you determine works best for you), reward the customer with a free item and a new card so they can start over again. The reward you give should be substantial enough to make people want to participate in the program.

ED 1.14 Rigby-Jefferson County airport is another key resource and currently employs approximately 90 people. Establish a connection between the airport and Rigby High School for student internships to learn more about airplane repairs, maintenance, pilot requirements, and provide paid internships to “under-represented” youth including Hispanics and others.

ED 1.15 Connect the business community with Rigby High School through student internships and vocational education/certificate programs. Innovative businesses like Klim and Ox/Ibex are examples of companies that may need entry-level help and could cultivate the next generation workforce with good paying jobs.

ED 1.16 Take advantage of INL’s Science, Technology, Engineering and Math STEM program, which focuses on improving STEM education in Idaho.

ED 1.17 Connect with INL through youth tours to site including EBR-1, Center for Advanced Energy Studies (CAES) and Energy Systems Laboratory (ESL).

ED 1.18 Connect with INL through internship (high school and college) program.

ED 1.19 Continue to pursue the revitalization of downtown Rigby. See Part V beginning on page 72 for more information.

## **ED Opportunity Area 2: Improve collaboration and coordination between businesses and other economic development stakeholders.**

Mutually beneficial collaboration and coordination between key stakeholders increases the likelihood that actions and investment of resources in economic development will be successful over the long-term. In some conversations during the community review, some Rigby folks suggested there's not an overly successful track record of collaboration and coordination within the community or between Rigby and adjacent communities. We encourage you to keep these principles in mind:

- Far more can be accomplished—and at lower cost —by working together as opposed to working independently. By helping your neighbor, you're helping yourself (a.k.a. a rising tide lifts all boats).
- Everyone is harmed when people and organizations are duplicating efforts, or, worse, working at cross purposes.
- Everyone has much to teach and much to learn.
- Collaboration is not about getting everything you want. It's about getting what's most important and helping others achieve the same so that all involved see a benefit.

### ***Recommendations***

ED 2.1 The Rigby Chamber of Commerce should gather information to understand what activities, resources, and projects would make Rigby area businesses more likely to become active members. The visiting team was told the Chamber only had 8-9 business members. Re-energize the Rigby Chamber with new members including youth, Hispanics, females and all religious denominations. The Chamber might consider rebranding themselves as the Jefferson County Chamber of Commerce to both grow its membership and bring to the table a broader approach to marketing and business development.

ED 2.2 The Rigby Chamber Facebook page and website both need to be regularly updated.

ED 2.3 In regards to recruitment and attraction of new businesses to the area, set up an alliance with Idaho Falls and Rexburg-based economic development efforts to help market your area to national audience.

ED 2.4 If it has not done so, the City should join the Idaho Economic Development Association (IEDA), which meets two times per year for training.

ED 2.5 Individual businesses should be encourage to collect customer contact information and engage in direct marketing. Ways to collect contact information might include holding a monthly or quarterly drawing. With the contact information in hand, individual businesses could then send out newsletters featuring new products, tips, special offers and other information. See the Mail Chimp resource under Civic life for a free enewsletter tool.

### **ED Opportunity Area 3: Celebrate and build on Rigby’s history as a home for innovators and inventors.**

The visiting team heard about Rigby’s past and current famous residents multiple times before and during the community review. Several of these people were or are creative and inventive. As author Larry Hiller put it, Rigby has a “high yield per acre when it comes to producing inventive, creative people.” We don’t know if there’s something in the water, but we do believe the community would be wise to celebrate and leverage this aspect of its history and heritage. While interesting and important, we’re not just talking about telling the story of Philo T. Farnsworth and other historical figures. The visiting team is suggesting that events and activities be created to encourage creative thinking and expression in young people, businesses, and all sectors of the community. In other words, celebrate Rigby as the place where anyone can be the Philo T. Farnsworth of *today*.

#### ***Recommendations***

ED 3.1 Create an invention convention that involves youth of all ages.

ED 3.2 Develop a local business pitch competition or participate in a regional competition.

ED 3.3 Develop a community seminar or brown bag lectures series on the theme of creativity and innovation.

ED 3.4 Create a community makers space. A makers space is a place that is equipped with 3-D printer and associated software and design technology. Typically these spaces are housed in high schools or libraries and are made available to students, inventors and entrepreneurs. A maker space ties into the community’s roots as an innovation community and could be named after Philo Farnsworth or one of the community’s other inventors.

### **ED Opportunity Area 4: Letting the outside world know about Rigby assets and opportunities.**

This opportunity is about getting more organized and clear about: (1) *what* you say about Rigby to the outside world, and (2) *how* and *where* you communicate this information. We think the economic development implications are clear. Travelers looking for a place to camp in their RV for a night or two won’t stay at Jefferson Lake if they aren’t aware of it. Likewise, potential employers and talented employees are unlikely to relocate if they are not aware of the high quality of life, excellent schools, recreation opportunities, and business-friendliness available in Rigby. This opportunity area is also about finding ways to capitalize on Rigby’s proximity to world-class natural areas and related recreational opportunities (e.g. hunting and fishing).



## ***Recommendations***

ED 4.1 Make sure you're connected with and have a stake in regional and statewide tourism promotion efforts (e.g. visitidaho.org).

ED 4.2 Add a "Things to See and Do" in Rigby" page to the City of Rigby and Chamber of Commerce websites.

ED 4.3 Consider developing a community brand for Rigby. Rather than being rolled out one day as a finished product, a community's brand is earned over time through word of mouth, on-line and print marketing, and social media. A community doesn't suddenly wake up one day with a brand; it is the result of many related actions and decisions made by the community.



ED 4.4 Engage youth and creative people in your community in efforts to raise the profile of Rigby through social media including Trip Advisor, Twitter, Facebook, Yelp, Instagram, and YouTube. Currently, Rigby is a virtual ghost town on Trip Advisor. On a positive note, the Facebook page called "A Little Town Called Rigby, Idaho" is doing a great job of circulating information about community events.

As part of such efforts, encourage visitors and residents to talk about their experience visiting or living in Rigby. For example, encourage people to share stories about the great customer service they received at a local business or about the great time they had at Jefferson Lake. Encouraging and then monitoring this kind of visitor-generated information provides local government and businesses with valuable feedback while also promoting the area to prospective visitors and businesses.

ED 4.5 Take full advantage of opportunities to participate in webinars and other types of training on social media and other forms of on-line marketing.

ED 4.6 Encourage creative partnerships and cross marketing between tourist and recreational attractions and other businesses. The successful agreement between Wendy's and Squealer's is one example. Similar partnerships could be formed between Yellowstone Bear World, Heise Hot Springs, and Rigby businesses.

ED 4.7 Increase and improve wayfinding signage so that visitors can easily find destinations and walking/biking routes within the community.

## **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](mailto: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 Development Business Enterprise Grant Program can fund many projects that support business development and job creation. Go to [http://www.rurdev.usda.gov/BCP\\_rbeg.html](http://www.rurdev.usda.gov/BCP_rbeg.html). Contact Dale Lish, [dale.lish@id.usda.gov](mailto: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/>.

National Main Street Center (NMSC) offers a number of guides for organizing, designing, marketing and developing downtown business. Go to <http://www.preservationnation.org/main-street/>.

Gem State Prospector (GSP) is a website where property owners, real estate agents and property managers can list commercial and industrial buildings that are for both sale and rent. Land zoned for commercial and industrial development may be listed as well. Listings become part of a national data base called Zoom Prospector. In addition to property listings, the website contains customizable data that may prove useful in grant applications and business development. Sponsored by the Idaho Department of Commerce the service is offered free of charge. Go to <http://www.gemstateprospector.com/>.

State Trade and Export Promotion (STEP) Grant. The STEP program is funded by a grant through the Small Business Association (SBA) and is administered by the Idaho Department of Commerce. STEP grants may be used for participation in foreign trade missions, foreign market sales trips, subscription services provided by the U.S. Department of Commerce, design of international marketing campaigns, export trade show exhibits, training workshops or other export initiatives that are in line with the objectives of the program. Go to

<http://commerce.idaho.gov/idaho-business/international-trade/state-trade-and-export-promotion-grant>. Contact Tina Salisbury 208-287-3164, [tina.salisbury@commerce.idaho.gov](mailto:tina.salisbury@commerce.idaho.gov).

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](mailto:soniam@idaholead.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](mailto:jill.eden@commerce.idaho.gov), 208-334-2650 ext 2161.

This resource may offer an affordable option for a new, more comprehensive website: [http://govoffice.com/index.asp?SEC=8FFED0F0-28B6-4D59-BAB4-15A21D138203&Type=B\\_BASIC](http://govoffice.com/index.asp?SEC=8FFED0F0-28B6-4D59-BAB4-15A21D138203&Type=B_BASIC).

The Lemhi Education Project in Salmon improves the lives of the citizens of Lemhi County by providing face to face, professional expertise and connecting them with critical resources with the goal of maximizing their investments in education. Go to <http://lemhied.org/>. Contact 208-756-1551 or [director@lemhied.org](mailto:director@lemhied.org).

To pursue development of a “Makerspace” and related ideas at the Rigby Library, maintain communication with the Idaho Commission for Libraries. Go to <http://libraries.idaho.gov/page/make-it-library-where-idaho-makers-meet>.

The Fab Lab concept was developed at the Massachusetts Institute of Technology (MIT) by Professor Neil Gershenfeld, founder and head of the Center for Bits and Atoms, who developed a very popular course titled “How to Make Almost Anything.” As part of the class, he gave his students access to a fabrication laboratory containing some very basic cutting, milling and electronic tools. Inspired by the transformative results, Dr. Gershenfeld encouraged others to open similar Fab Lab’s in their own communities giving ordinary people the ability to make whatever they want. The Boundary County Library District in Bonners Ferry will be attempting to pass a \$5,000,000 Bond in May 2014 to build a Fab Lab based on the MIT model. Go to the Center for Bits and Atoms at <http://www.cba.mit.edu/>.

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>.

*Local Dollars, Local Sense: How to Move Your Money from Wall Street to Main Street and Achieve Real Prosperity* by Michael H. Shuman. Mr. Shuman is Director of Research for Cutting Edge Capital, Director of Research and Economic Development at the Business Alliance for Local Living Economies (BALLE), and a Fellow of the Post Carbon Institute. He has published several books on locally-based economic development. Go to <http://www.amazon.com/Local-Dollars-Sense-Prosperity-Resilience/dp/1603583432>.

Funding from USDA's Rural Jobs and Innovation Accelerator grant program is available to spur job creation and economic growth in distressed rural communities. Go to <http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2012/03/0089.xml>.

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](http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc). Randy Shroll, 208-334-2650, ext 3168, [randy.shroll@commerce.idaho.gov](mailto: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>. Idaho TechHelp also has a team devoted exclusively to food processing and food marketing. Go to <http://www.techhelp.org/index.cfm?fuseaction=services.food>. Jeff Kronenberg, Food Processing Specialist, [jkron@uidaho.edu](mailto:jkron@uidaho.edu), 208-364-4937.

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](mailto: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](http://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](mailto: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>.

A PowerPoint presentation titled *Creating an Entrepreneurial Culture/Community* by Deborah Markley. Go to [www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt](http://www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt).

The Southern Rural Development Center offers a self-paced training on web sites for small Hispanic businesses. Go to [http://srdc.msstate.edu/ecommerce/curricula/hispanic\\_business/](http://srdc.msstate.edu/ecommerce/curricula/hispanic_business/).

GrowthWheel® helps entrepreneurs build their businesses through a simple action-oriented process that stays true to the way most entrepreneurs think and work. For the business advisor, the toolkit is a checklist to keep a 360° perspective and a way to save time by empowering the client company to do more work. For organizations, GrowthWheel establishes a common language for all advisors and clearly communicates what the consulting process offers. It is available through the Regional Development Alliance, Inc. and Region VI Small Business Development Center.

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](mailto:coryp@ihfa.org), 208-331-4725.

Idaho TechConnect, Rick Ritter, [rick.ritter@idahotechconnect.com](mailto: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](mailto:Stephanie.cook@inl.gov), 208-526-1644.

To learn about INL's Science, Technology, Engineering and Math STEM program, contact Anne Seifert, INL Education Programs 208-526-8027, [anne.seifert@inl.gov](mailto:anne.seifert@inl.gov).

For information about youth tours of INL facilities including EBR-1, Center for Advanced Energy Studies (CAES), and Energy Systems Laboratory (ESL), contact Jane Strong, INL Communications and Government Affairs, 208-526-4098, [jane.strong@inl.gov](mailto:jane.strong@inl.gov).

For information about internships at INL, contact Erin Hanson, INL Internships, 208-526-0318 or [erin.hanson@inl.gov](mailto:erin.hanson@inl.gov).

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>.

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/>.

Examples of efforts to market the Yellowstone-Grand Teton and the Northern Rockies include: [www.myyellowstonepark.com](http://www.myyellowstonepark.com) and [www.drivethetop10.com](http://www.drivethetop10.com).

Destination Development International offers consultation, educational webinars, and a free newsletter all focused on helping communities achieve goals related to branding, wayfinding, and tourism marketing. They are currently working with the City of Caldwell. Go to <http://www.rogerbrooksinternational.com/>.

*Wayfinding: The Value of Knowing How to Get There* is an article on wayfinding published by the American Society of Landscape Architects in 2011. Go to <http://www.asla.org/ppn/Article.aspx?id=33861>.

For an overview of wayfinding design principles, go to <http://www.ai.mit.edu/projects/infoarch/publications/mfoltz-thesis/node8.html>.

The International Downtown Association offers webinars and other tools related to wayfinding. Go to <https://www.idadowntown.org/eweb/dynamicpage.aspx?webcode=ISAWayfinding>.

Excerpts from the Urban Wayfinding Planning and Implementation Manual is available here: <http://www.signs.org/LinkClick.aspx?fileticket=OgUOP7EmZxU%3d&tabid=1446>.

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](http://www.HarvestHosts.com).

Leadership Idaho Agriculture offers concentrated study and hands-on experiences that provide enhanced skills for future leaders in agriculture, rural communities, agribusiness and governmental agencies. Go to <http://www.leadershipidahoag.org/>. Contact Rick Waitley at 208-888-0988.

Idaho National Laboratory's Technical Assistance Program, (TAP) provides technical expertise to state and local government and regional small businesses. The requesting organization can receive at no cost up to forty hours of laboratory employee time to address needs that cannot readily be met by commercially available resources in the region related to Nuclear Energy, Energy & Environment, and National & Homeland Security. Contact Stephanie Cook, INL Tech Based Econ. Development, Technology Deployment 208-526-1644 or [stephanie.cook@inl.gov](mailto:stephanie.cook@inl.gov)

The BIG2015 Competition sponsored by Idaho National Laboratory and Grow Idaho Falls is designed to educate entrepreneurs, inventors, and students in eastern Idaho about early stage financing. Submit your BIG idea, perfect your pitch and compete for funding. For more information contact: Stephanie Cook, INL 208-526-1644 or [stephanie.cook@inl.gov](mailto:stephanie.cook@inl.gov).

Tech start up companies in the Boise area have created the Boise Code Club for teens, providing young people with hands-on opportunities to learn computer coding and programming. Idaho Technology Council, Idaho Tech Connect, and Computer for Kids are sponsors. Go to <http://www.idahotechcouncil.org/blog/boise-code-club-launches-two-%C2%ADhour-introductory-event-watercooler-inspire-teens-learn-code>.

For information and resources to help create an annual invention convention event, go to <http://www.eduplace.com/science/invention/overview.html>.

The Development Company can assist Rigby with many economic development-related strategies and projects. Go to <http://www.thedevco.net/>. Contact Terry Butikofer at 208-356-4524.

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](http://www.locavesting.com/Locavesting_homepage.html).

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](http://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.

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>.

Several Idaho communities have established “shop local” campaigns and organizations. Examples include: Boise, Eagle, Nampa, Moscow, Coeur d’Alene, Sandpoint, and Idaho Falls. The Boise project is called Think Boise First. Go to [www.thinkboisefirst.org](http://www.thinkboisefirst.org).



## Arts, Historic, and Recreation Resources

### Community Comments and Concerns

Rigby residents expressed to the visiting team many comments and concerns related to arts, historic, and recreation resources. The most frequently recorded input is summarized below.

### Increasing the Variety and Quantity of Arts and Cultural Opportunities

The visiting team heard much about a desire to increase the variety and quantity of arts and cultural and opportunities (and related education) available in Rigby. Many people shared the opinion that a multipurpose venue is needed to accomplish this goal. Before and during the community review, there was significant excitement about transforming the former Rigby Junior High School buildings into such a facility. Wherever its location, the potential arts and cultural center could serve as a community gathering place.

### Desire to Make Walking and Biking Safer and More Attractive

A list of people including business owners, adults, elected officials, and students told the visiting team they wanted to see Rigby complete improvements that would make the community more safe and enjoyable to navigate on foot or by bike.

### Rigby is a Healthy, Active Community

Rigby was described to the visiting team as a community that enjoys healthy, active outdoor-oriented lifestyles. Some resident expressed hope that this priority on physical activity would continue to be strengthened as part of the community's identity through the development of events, programs, and facilities.



### Beloved Outdoor Recreational Assets

Home team leaders were proud to show the visiting team several important amenities that have both recreational and social value. These include the fairgrounds, rodeo arena, parks, and Rigby/Jefferson Lake. Several people saw the potential for increased development and use of this asset in the future. Regarding the lake, we left Rigby on June 5, 2014 still not knowing for certain if the official name is Rigby or Jefferson Lake; we heard people use both names

interchangeably. A few people (especially young people) shared somewhat negative impressions of the lake, implying it's not a place where they "hang out". Also, the visiting team heard that some residents feel they should not have to pay an entrance fee to spend an afternoon at the lake.

## **A City in Touch with its History**

Rigby struck the visiting team as a community that knows and is proud of its history. Numerous people told us about Rigby's many famous current and former residents—many of whom are known as important innovators or inventors. Residents and leaders told us they are looking for new ways to tell, share, celebrate, and integrate the past into the community today. Historic preservation leaders commented they want to engage more people in their efforts so the museum and other historic resources are sustained for the long term.

## **Arts, Historic, and Recreation Opportunity Areas**

As they consider the opportunities and recommendations below, the visiting team encourages the residents and leaders of Rigby to think about arts, historic, and recreation resources as integral to creating a complete community that offers the kind of economic and cultural opportunities that attract and keep talented individuals, families, and businesses.

The Arts, Historic, and Recreation Resources focus area is abbreviated as “AHR” throughout this section of the report.

### **AHR Opportunity Area 1: Develop an indoor venue to offer new arts, cultural, and recreational opportunities.**

As noted previously, the visiting team heard a lot of passion around developing a physical “home” for events and programming related to the visual and performing arts, creative and cultural exchange, community and vo-tech education, and recreation. At the time of the review, the Jefferson County Arts Council formed in 2012 was interested in pursuing the acquisition and re-use of the former (and vacant) Rigby Junior High School to house these and possibly other activities. The visiting team was taken on a tour of the school building during the community review to see its condition and potential first hand.

The school building features a large gym, auditorium with stage, and classrooms. In general, visiting team members applauded the vision of a community arts, cultural, and recreation center. We also noted that Rigby area residents expressed strong support for such a facility in the survey conducted prior to the community review, with nearly 60% of respondents saying they think developing an arts, recreation, and education-based community center is either somewhat or very important.

The visiting team saw great potential in the junior high building, but also encourages the Jefferson Arts Council to answer critical questions before moving forward on the project. We hope the community will keep these questions in mind regardless of the eventual location of the proposed community center. Visiting team members offered the following comments during and after the tour of the junior high school:

- Several visiting team members expressed their opinion that the \$100,000 estimate to make the structure usable seemed low. In particular, the heating system and roof needed substantial work. Adding air conditioning would be an additional expense.

- Team members also asked about the estimated cost of operating and maintain the building going forward. No such estimate was presented to the visiting team.
- Home team members encourage supporters of this project to meet with key leaders or administrators of similar facilities in the region to learn from people who have “been there, done that”.
- The majority opinion of the visiting team was that the Jefferson County Arts Council does not currently have the organizational capacity to take on a project of this scale. At the time of the community review, the Council did not have 501(c)(3) tax-exempt nonprofit status, a strategic plan for the organization, or a feasibility or business plan identifying estimated costs and revenues associated with rehabilitating and operating the facility. Some team members felt the arts council should focus on building organizational structure and gaining community support by developing arts events using *existing* indoor and outdoor venues. It’s typically not advisable for an arts council to be investing in the development and operation of the type of multi-purpose and function facility that’s envisioned.

Following the community review, the Jefferson County Arts Council made a decision not to pursue the project at the school location and the Rigby School District made its own decision to move forward with demolition of the structure.

Wherever it is located and however modest its beginning may be, the visiting team encouraged the Jefferson County Arts Council and other stakeholders to continue developing its vision for an arts, cultural, and recreation center of some type. It could also be a place where work by local artists and craftspeople could be displayed and sold.

### ***Recommendations***

AHR 1.1 Conduct a survey and/or focus groups to learn more about the types of arts, cultural, and recreational opportunities Rigby area residents would like to see available. This information will build consensus in the community, create a vision for the future, prioritize your efforts, and obtain grants and other types of funding. In this effort, do not have a singular focus on the need for new facilities. Rather, make sure you’re asking residents the types of activities,



programming, and events they want to support, participate in, and attend—and *then* determine if existing facilities (e.g. schools, churches) can accommodate these activities when they are otherwise not being used. If this analysis shows existing facilities are not adequate, then begin identifying the type of facility or facilities needed. Taking the kind of methodical and objective

approach suggested by the visiting team will increase the success of future grant writing and local fundraising efforts.

AHR 1.2 Evaluate possible locations for a center for the arts, culture, and recreation. The visiting team recommends that the former Jefferson County Courthouse and former Rigby School District administrative offices be included in this evaluation. See Appendix G for a summary of lessons learned from efforts to develop community centers in several Idaho communities.

AHR 1.3 Other possible future uses for the former County Courthouse building include:

- New Rigby city hall and police department
- Relocate the museum to this building to take advantage of its historic character and visibility from the highway.
- Housing
- Commercial uses such as a hotel, restaurants, small retail shops, offices, and a restaurant.

AHR 1.4 Look for opportunities to integrate economic development-related goals and strategies into the recommended center for arts, culture, and recreation. For example, can a small business incubator be incorporated into the facility?

## **AHR Opportunity Area 2: Improve conditions for biking and walking in the community.**

There is significant support for making Rigby more safe and enjoyable for walking and biking. Capitalize on it! A network of pathways can include multipurpose trails and greenbelts, sidewalks, bike lanes in streets, appropriate traffic calming strategies, and other improvements. Some immediate steps can be taken rather inexpensively.

AHR 2.1 Conduct an audit of existing biking and walking conditions in Rigby. This assessment will help identify and prioritize problem areas and opportunities for improvements.

AHR 2.2 Connect important destinations with a system of bike and pedestrian pathways. Designated walking and biking routes or corridors typically connect parks, schools, downtown, and other popular destinations. Jefferson Lake, schools, parks, and downtown should all be connected by this network. As it's developed over time, it will improve health by increasing biking and walking, reduce the potential for accidents, and reinforce Rigby's sense of community. A few specific opportunities or ideas identified by the visiting team include:

- The E. 2<sup>nd</sup> N., S. 3<sup>rd</sup> W., Veteran's Memorial Driver, S. 1<sup>st</sup> W. and State Street corridors should all be considered for inclusion in the recommended bike and pedestrian network.
- Prioritize construction 5' sidewalks throughout community. Fund as part of LID on both sides of streets and/or develop a cost sharing program with home owners to have consistent sidewalk routes through community.

- Consider requiring sidewalks in new subdivisions, at least in certain circumstances.
- Make sure to include bike and pedestrian improvements in future street overlay reconstruction, or utility projects occurring within street rights-of-way.
- Paint a bike lane on 2<sup>nd</sup> North and 3<sup>rd</sup> West. Use as spine to travel south to fairgrounds and rodeo arena.
- Consider the use of pedestrian flags at high traffic intersections.
- Paint “sharrows” on selected streets to indicate road use for bikes as well as cars. In some cases, there is enough width for actual bike lanes.
- Develop an annual or monthly walk to school day.
- Develop a walking school bus.
- Work with schools to identify safe routes for kids on the other side of Main Street to be able to walk to school
- Celebrate National Bike Month in May by creating fun community rides, bike rodeo, safety training, competitions, a bike parade, and special coupons at local stores.
- Install artful bike racks in convenient locations around town.
- Include bike parking in parking ordinance.



AHR 2.3 See, Part V for additional bike and pedestrian related recommendations in the downtown area.

### **AHR Opportunity Area 3: Develop organizational capacity and leadership within community organizations.**

While in Rigby, the visiting team observed that more than one community-based organization would be well served by formalizing their status and structure, increasing organizational capacity, and clarifying their mission, visions, and activities. Pursuing these opportunities might involve training, fundraising, and volunteer and membership development.

AHR 3.1 Create a community foundation to increase fundraising opportunities, create organizational development training opportunities, increase volunteerism, and encourage communication, collaboration, and coordination between community organizations.

AHR 3.2 The visiting team has a few specific recommendations for the Jefferson County Arts Council:

- Continue pursuing your own 501(c)(3) tax-exempt nonprofit status.
- Create a website and Facebook page to help publicize your efforts and engage the community.

- Sponsor arts and cultural opportunities that are within your capacity as you make progress on the longer-term goal of developing a community center that incorporates the arts. Such events will increase community awareness of your vision and help residents understand what the center for the arts will make possible.

AHR 3.3. Other community organizations that engage in fundraising (including grant writing) or that anticipate engaging in fundraising in the future should pursue 501(c)(3) status or at least a written fiscal sponsorship agreement with an existing 501(c)(3) organization. Otherwise, individual donors may be knowingly or unknowingly in violation of federal law if they are claiming contributions to such organizations as tax deductible. Consequently, these individuals and the organizations are exposing themselves to IRS audit and penalty. Organizations that obtain and maintain 501(c)(3) nonprofit status not only offer valid tax deductions to their donors. Their higher standard of accountability and transparency provide stability and security to board members as well as to the projects and individuals who benefit from their services and funding.

The visiting team realizes there is a cost to file for tax-exempt status with the Internal Revenue Service, but it is a one-time cost. Potentially, the cost and penalties of an audit — and the impact on an organization’s credibility, is potentially much higher.

AHR 3.4 Survey existing community organizations to identify where there is interest in training on particular aspects of organizational development.

AHR 3.5 Explore interest in forming a Hispanic cultural organization – created and led by Hispanic residents.

**Opportunity Area 4: Take Rigby’s history to the community and its visitors.**

Rigby is a community that appreciates its history and the 12-15 board members and other volunteers who oversee the museum should be honored for being the stewards and storytellers of that history. This opportunity area is about developing ways to integrate historic preservation and interpretation into other aspects of the community. In this way, any location, amenity, or event can be seen as an opportunity to share your history. The idea is to not limit the telling and celebrating of your history to the artifacts and information contained within the four walls of the museum. We also encourage you to involve other people – perhaps people who have not been previously included – in the telling and celebrating of your history.

***Recommendations***

AHR 4.1 Develop a historic walking and/or driving tour of Rigby and surrounding area. Incorporate in this project a video visitors can watch on their smartphone as they are completing the tour (or at least a brochure that can read as they complete the tour). The “Farnsworth Legacy Tour” is one possible name for the tour. It would help people understand what Rigby was like in 1928. Interpretive signs or plaques would be installed at each stop on the tour.

AHR 4.2 Alternatively or in addition to the recommendation above, develop a walking tour of

downtown and historic homes (courthouse, downtown buildings with historic facades, stone homes, Craftsman homes, Presbyterian church, maternity homes, etc.). Conducting the research and developing the tour could be an Eagle Scout project. Sell advertising or sponsorships to cover cost of printing the tour brochure.



AHR 4.3 The museum leaders should continue the process of cataloging the museum's contents so they know what they have.

AHR 4.4 Create a traveling exhibit of artifacts and information from the museum for use at community events and in school classrooms

AHR 4.5 If one has not already been completed, develop an oral history project, publication, and/or event that features the sharing and recording of personal storytelling by the community's elders. This project is an excellent opportunity to encourage communication between youth and the community's senior citizens.

AHR 4.6 See Part V regarding Downtown Revitalization for additional ideas related to historic preservation in the downtown area.

### **AHR Opportunity Area 5: Continue to develop and create community events and recreational amenities**

In this opportunity area, the visiting team offers several strategies and ideas related to community events and continued development of your recreational assets, including but not limited to the fairgrounds, rodeo arena, and Jefferson/Rigby Lake. Clearly, these assets are an important part of the community. Use them to maximum benefit.

#### ***Recommendations***

AHR 5.1 Complete or revise the community's park and recreation goals and strategies as part of updating the Rigby Comprehensive Plan.

AHR 5.2 Jefferson County should continue its successful efforts to upgrade and maintain Rigby/Jefferson Lake in a way that balances the needs and preferences of residents and visitors.

AHR 5.3 Facilitate the development of a authentically cross cultural community event (i.e. developed and participated in by Hispanic and non-Hispanic residents).

AHR 5.4 See Part V beginning on page 72 for recommendations regarding the incorporation arts, history, and recreation into downtown revitalization efforts.

AHR 5.5 Develop an annual Rigby Heritage Days or Philo T. Farnsworth Days event.

AHR 5.6 The Rigby Library is an incredible resource for the community. The library's central location is also an asset. Encourage the School District and Library to continue to partner on programming. Specific classes should be posted in English and Spanish and could include:

- Celebrate cultural diversity and heritage
- Celebrate innovators and entrepreneurs from the past and modern day (like Klim)
- Business startups and innovation ecosystems
- Celebrate agricultural roots
- Celebrate STEM (science, technology, engineering and math) education
- Artists and creatives
- ESL
- Resume building
- Interview skills
- GED preparation
- Armed services and college credit applications
- Connect seniors
- Community Read program where everyone in the community is invited to read and discuss the same book

### **Arts, Historic, and Recreation Resources**

The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to [www.idahohumanities.org](http://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](mailto:keith.peterson@history.idaho.gov), 208-882-1540.

To see the visitors guide and video tour recently created by the City of Glens Ferry, go to <http://glensferryidaho.org/visitors-guide-and-tour/>.

University of Idaho Extension Specialist, Lorie Higgins, developed the Two Degrees Northwest artisan trail guide for nine counties in north central Idaho and southeastern Washington to help visitors locate place-based businesses ("place-based" means tied to place – this kind of development can't be off shored). Lorie is available for consultation if this kind of rural development strategy is considered by Rigby residents. Go to <http://www.2dnw.org/>. Contact Lori Higgins, Director, 208-885-9717, [Higgins@uidaho.edu](mailto:Higgins@uidaho.edu).

The Idaho Commission on the Arts maintains a statewide directory of nonprofit arts organizations and provides assistance and grant funding opportunities to these organizations. Contact Michelle Coleman, [michelle.coleman@arts.idaho.gov](mailto:michelle.coleman@arts.idaho.gov), 208-334-2119. Go to



<http://www.arts.idaho.gov/community/non.aspx>.

For helping creating a community foundation, contact the Idaho Community Foundation at <http://www.idcomfdn.org/> or 208-342-3535 and/or the Idaho Nonprofit Center at [www.idahononprofits.org](http://www.idahononprofits.org) or 208-424-2229.

Other communities that have successfully developed multi-purpose performing and/or visual art centers and/or recreation, and community centers include:

- Museum of Idaho in Idaho Falls (<http://www.museumofidaho.org/>)
- Idaho Falls YMCA (<http://www.ifymca.org/>)
- Jacklin Arts and Cultural Center in Post Falls (<http://www.thejacklincenter.org/>)
- Twin Falls Center for the Arts (<http://www.twinfallscenter.org/index.html>) is owned and operated by the Magic Valley Arts Council (<http://magicvalleyartscouncil.org/>).
- Salmon Arts Council in Salmon (<http://www.salmonartscouncil.org/>)
- Nampa Civic Center (<http://www.nampaciviccenter.com/>)
- Idaho Art Lab in St. Anthony (<http://www.idahoartlab.org/>)
- The Historic Wilson Theater and Renaissance Arts Center in Rupert (<http://www.ruperttheatre.com/>)
- Teton Arts Council in Teton County, ID (<http://www.tetonartscouncil.com/>)
- Blackfoot Performing Arts Center (<http://www.blackfootpac.com/index.htm>)
- ARTitorium on Broadway operated by the Idaho Falls Arts Council (<http://www.idahofallsarts.org/artitorium-on-broadway>)
- The Pearl Theater in Bonners Ferry (<http://www.thepearltheater.org/>)
- The Hive in Sandpoint (<http://livefromthehive.com/about.tpl>)
- The Hive in Boise ([www.boisehive.org](http://www.boisehive.org))
- Boys and Girls Clubs have been established in the following Idaho communities: Post Falls, Lapwai, Nampa, Boise, Mountain Home, Buhl, and Twin Falls. (<http://www.bgca.org/Pages/index.aspx>)
- The 1912 Center in Moscow is managed by the Heart of the Arts nonprofit organization . The building is the former Moscow High School. (<http://www.1912center.org/>)
- The Ray and Joan Kroc Center in Coeur d'Alene (<http://www.kroccda.org/main.php>)

Regardless of its location, the Idaho Department of Commerce Community Development Block and Gem Grant programs can help support the creation of an community arts, education, and recreation center. Contact Jerry Miller, 208-287-0780, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov). Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>.

ArtPlace America, a nationwide initiative to drive community revitalization through the arts, is inviting Letters of Inquiry for the fifth round of its National Grants program. Grants of up to

\$500,000 will be awarded to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to have a transformative impact on their community. Go to <http://www.artplaceamerica.org/loi/>.

The City of Paducah, Kentucky is an excellent example of a community that's actively incorporating the arts into its economic development and downtown revitalization efforts. Go to <http://www.paducahalliance.org/>.

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/>.

Another source of funding for historic research and brochures is the Certified Local Government program administered by Idaho State Historic Preservation Office. Grants go to local governments that create historic districts and historic preservation commissions. Go to <http://history.idaho.gov/certified-local-government-clg-program>.

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

People for Bikes is a national foundation that offers grants for bike paths and initiatives promoting biking. Go to <http://www.peopleforbikes.org/pages/community-grants>.

In Our Back Yard (IOBY) is a non-profit that helps communities accomplish small projects through crowd source funding. IOBY can help craft a crowd sourcing campaign and even serve as a group's 501(C)3 if none exist. Go to <http://www.ioby.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 Parks & Recreation grants. Go to <http://parksandrecreation.idaho.gov/about-parks-recreation>.

Idaho Smart Growth (ISG) provides assistance to communities working to become more walkable and bikable as they grow. Go to [www.idahosmartgrowth.org](http://www.idahosmartgrowth.org). Contact Deanna Smith or Elaine Clegg at 208-333-8066. Go here for a copy of ISG's Safe Routes to School Local Policy Handbook and Best Practices for Idaho:

[http://www.idahosmartgrowth.org/app/uploads/2014/05/safe\\_routes\\_to\\_school\\_bp\\_final-compressed.pdf](http://www.idahosmartgrowth.org/app/uploads/2014/05/safe_routes_to_school_bp_final-compressed.pdf).

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

Community Transportation Association of Idaho. Go to <http://ctai.org/>. Contact Dave Dorian, Mobility Manager for District 5, [ddoran@ctai.org](mailto:ddoran@ctai.org), 208-241-4379.

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](http://itd.idaho.gov/bike_ped/proposals.htm) and [http://itd.idaho.gov/bike\\_ped/FundingGuide2013.pdf](http://itd.idaho.gov/bike_ped/FundingGuide2013.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](mailto:lhtac@lhtac.org) or 208-344-0565.

Idaho Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Call 208-286-1628.

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

Pocatello/Bannock County	Boise/Garden City/Eagle/Ada County
Driggs/Teton County	Star
Ketchum/Hailey/Blaine County	Middleton
Kootenai County/Coer d'Alene Tribe	Twin Falls/Twin Falls County
Lewiston	Soda Springs
Moscow/Troy/Latah County	Aberdeen
McCall/Valley County	
Weiser/Cambridge/Washington 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](mailto: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.

Puffy Mondaes (artisan community space). Go to <http://www.puffymondaes.com/classes.php>.

## **Civic Life and Community Involvement**

### **Community Comments and Concerns**

The Civic Life and Community Involvement focus area explored leadership development, volunteerism, and improving communication and coordination between the City of Rigby, community organizations, business community, and residents.

Rigby home team leaders and residents brought up the following comments and concerns within this focus area:

### **Desire for Sustained Community Involvement**

As in many rural Idaho communities, leaders and core volunteers of Rigby's community organizations told the visiting team about the need to increase the number of people participating in community projects and other public involvement opportunities. Ironically, relative newcomers to Rigby told us they want to be more involved, but were unsure about where they are needed. Some said they did not feel particularly welcomed to the community. Others expressed their opinion that there's a general sense of apathy around the subject of community involvement and volunteering.

### **Communication, Communication, Communication**

This comment or concern is directly connected to the above paragraph. The visiting team heard people express the desire for better communication and coordination between various organizations and other community groups as it relates to economic development, projects, and events. Accomplishing this goal was described as a significant need and challenge. Some residents told of past events or opportunities that were only promoted to people within a specific group or segment of the community.

We also noted some frustration with the limitations of the locally available newspaper. While the newspaper includes news about Rigby, it is not based in the community. Some Rigby community leaders and residents feel frustrated that the newspaper responds to some press releases, but not others. Some in Rigby would like to see a paper or other form of public communication devoted to Rigby.

### **Social Disconnection**

Disconnection between different social and cultural groups was directly observed by the visiting team and brought up frequently by residents and community leaders. Rigby residents talked with us about divisions that fall along political, religious, socioeconomic class, and length of residency in the community. Disconnection between Hispanic and non-Hispanic residents (and the associated lack of community involvement among Hispanic people) is perhaps the most obvious example. As described previously, Hispanic involvement in the community review was minimal, especially given Rigby's total population. Hispanic residents we spoke with told us

they want to be more involved, but they feel their participation is not valued or encouraged by the majority culture. A few non-LDS residents shared similar comments. Several members of the LDS church we spoke with said they would also like to see the community become more inclusive as well, with more trust shared between longtime residents and newcomers.



Rigby area residents we talked to during the community review did not express serious frustration with the City, the County, or other public institutions, other than some dissatisfaction with the cost of utilities and unhappiness by residents just outside the Rigby city limits who are asked to pay more than Rigby residents for some services (e.g. library).

A desire to reduce the barriers above and increase unity among all community groups was the sentiment heard most often by the

visiting team. Some in the community would like to see Rigby become “less exclusionary and cliquish”.

### **Housing and Neighborhoods**

Concerns and comments about housing and neighborhoods came up in other focus areas as well. The visiting team was told about how streets in adjoining subdivisions were not connected (in spite of planning and policy specifying otherwise). Some shared a perception that multifamily housing results in higher crime and other undesirable impacts.

### **Missing: Places Where the Community Comes Together**

Several people in Rigby told the visiting team the community lacks sizeable indoor facilities where all can gather and feel welcome. The new Rigby High School is perhaps the most significant venue of this type.

### **Uncivil Discourse**

Before and during the community review, home team members and other residents expressed frustration about the adversarial, personally attacking tone of public discourse in the newspaper, on-line, and other communication media. A lot of people see it as counter productive and want it to stop.

## Civic Life and Community Involvement Opportunity Areas

### CL Opportunity Area 1: Build bridges between social and cultural groups

Rigby is one of many Idaho communities that continue to experience demographic and cultural changes. This opportunity area is about understanding and embracing these changes. In Rigby's case, we offer below a set of recommendations intended to bring together disparate groups or segments of your population that maybe don't know each other too well. These actions encourage trust, understanding, and friendship. As a result, the community will become more resilient, equitable, welcoming, and responsive to needs and opportunities as they arise. Your economic conditions and prospects will also be improved.

Many rural and agriculturally rich communities in Idaho are also home to a growing Hispanic community. Rigby is no different and the increase in Hispanic residents plays a vital role in the vibrancy of the city as a melting pot for residents, students, work force, entrepreneurs, and consumers of goods and services. In 2011, 15.3% of Rigby's population was Hispanic, compared to 10.9% statewide.

It is important to recognize cultural, ethnic and religious diversity in economic and quality of place terms. We were prepared as a visiting team to communicate with and listen to Rigby's rural community and brought three Spanish speaking visiting team members. After months of preparation and sharing the importance of inclusion of the entire community in a community review, there were only a few Hispanics in the Rigby audience for the town hall meeting on Tuesday, June 3. No Hispanic people attended the sessions related to economic development and only three people attended the Hispanic listening session. An invitation written in Spanish, published in The Jefferson-Star and/or hand-delivered to the area businesses and the local churches would have been a simple start to building community unity and promoting cross cultural understanding.

Below are comments Rigby residents shared with the visiting team. These are **their words**, not those of the visiting team. These statements are true for the people who shared them with us. They can be used to help understand an opportunity for the community to build cultural, ethnic, and religious unity in Rigby for a stronger and more vibrant city:

- People who live in the community told the visiting team they felt a "racist and prejudiced" attitude in their own community against Hispanics.
- Hispanic youth are not employed within the city limits.
- There are no Hispanic/Mexican restaurants in the city limits.
- The grocery store in town carries little if any fresh Hispanic foods.
- Hispanic celebrations are not allowed in the city any more after a shooting death in July, 2013 following a quinceanera. The building owners in the city limits will not rent space to a Hispanic for a Hispanic celebration like a quinceanera.

- Household garbage pickups are not equal in the Hispanic community. For example, in the predominantly Hispanic neighborhoods the garbage cans are not replaced when they fall into disrepair, thus making it difficult to keep the Hispanic neighborhoods clean.
- There were no business resources for Hispanics interested in starting up a business Rigby.

### ***Recommendations***

CL 1.1 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, hunting or fishing, arts, music, gardening, historic preservation, folklore, etc. Never underestimate the power of sharing food together.

In Blackfoot, the local Catholic Church has a big food festival, a Quermes, which is a community event that raises funds for a collective group. This year attendance increased by 50% to nearly 1000 and raised \$18,000.00 in one evening. People participated from as far away as Teton County. The event is held at the Blackfoot park and non-Hispanics have an opportunity to taste foods from different regions of Mexico. This year the mayor attended. The mayor was so impressed that he is working toward identifying individuals for city boards. He said, "Our community decision boards should look like the people that live here." Elected officials have an opportunity to create a strong diverse community by appointing people from the Latino community to participate in the decision-making process and, therefore, open doors to community civic engagement.

While an annual Cinco de Mayo event is held in Idaho Falls, a quermes might create a better opportunity for cross cultural understanding. It can take the form of a multicultural food festival from different cultures at the park or school.

CL 1.2 Actively engage the schools, students, and parents in cross cultural relationship building efforts. This recommendation is made more important by the fact that there is not a Catholic church in Rigby, because a large percentage of Latinos are Catholic. With no Catholic church in the community, there is no central place for leadership development and relationship building for individuals of this faith. Consequently, there is a big opportunity for Rigby schools (and other organizations) to create annual, family-friendly events that create a welcoming atmosphere. This is true for Hispanic and non-Hispanic alike.

The establishment of the World Language Program at Rigby schools is an impressive accomplishment. We heard much enthusiasm for this program while in Rigby. It is through this program that other opportunities for community-based cross cultural understanding could be developed.



CL 1.3 Create an information exchange or forum where people from different segments of the community can gain knowledge and skills from each other. Examples include language, home repair and maintenance, cooking, gardening, small-scale crop and livestock ventures, hunting and fishing, etc. This forum can also be used to sell or barter excess garden produce and other items. The library and/or the schools are locations where such cross-cultural learning can take place.

CL 1.4 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](http://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.”

CL 1.5 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.

CL 1.6 Take the time to celebrate community successes. Sharing meals together (i.e. potluck) is one way to do this. Similarly, find opportunities to accept and value individual differences of community members.

CL 1.7 The City should create a Hispanic Advisory Committee. This predominantly Hispanic committee would develop ideas to reach out and involve Hispanic residents in community affairs and projects.

CL 1.8 Encourage and recruit Hispanic residents to serve on government committees, join nonprofit boards, and otherwise become more engaged in the political process.

CL 1.9 Offer Spanish classes for non-Spanish speakers and English for people who want to learn English at the school or the library.

CL 1.10 Create an interdenominational council or ministerial alliance. 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 full diversity of the community.

CL 1.11 In your community development and economic development efforts, look for areas of common interest and minimal conflict; this is where partnerships and grassroots efforts can prove their potential.

## **CL Opportunity Area 2: Encourage sustained community involvement among residents**

Rigby government, nonprofit, and business leaders all talked about the need to engage more residents in community projects. In this opportunity area, the visiting team suggests strategies that might help accomplish this goal – as well as the goal of keeping people involved and developing new leadership. As described under Community Comments and Concerns, above, some people in Rigby told us they want to help and be more involved, but are not sure where



they are needed. This seems particularly true for people who have lived in Rigby for a relatively short time. Conversely, not all community leaders are aware of the diversity of organizations in the community, with the Girl Scout troop being a good example. Ideally, everyone who wants to roll up their sleeves and get involved should be able to easily find opportunities to do so. Our recommendations below are guided by these general principles:

- Ask people to volunteer in ways that make use of their talents and interests
- 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.
- Look for opportunities to encourage volunteers to become leaders.

### ***Recommendations***

CL 2.1 Reach out to and engage 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.

CL 2.2 Create an annual dinner or other event to express appreciation for community volunteers.

CL 2.3 Encourage employers to use incentives to encourage their employees to volunteer in the community.

CL 2.4 Use a survey or focus groups to identify the barriers preventing residents from contributing as community volunteers. The City and community organizations could then work together to address the barriers.

CL 2.5 Develop a youth advisory council or other forum to invite youth participation in government.

CL 2.6 Create a “volunteer of the year” award program to recognize residents and/or businesses who have made significant contributions to the community.

**CL Opportunity Area 3: Increase the quality and quantity of communication among and between community stakeholders.**

The need for better communication came up prominently in all three community review focus areas. In the visiting team’s view, this communication is across and between different organizations *and* between the City of Rigby and its residents. Improved communication channels can help increase participation by residents, reduce or avoid duplication, and uncover opportunities for resource sharing or collaboration. Opportunities for feedback (e.g. in the case of the City and its residents) should be included in communication efforts.

***Recommendations***

CL 3.1 Create an ad-hoc committee to brainstorm and prioritize strategies to increase the quality and quantity of community information. This committee would develop a strategic communication plan that would include, for example, strategies for reaching out to new people and families as they relocate to the community to welcome them and engage them as potential volunteers.

CL 3.2 Provide information about events, community projects, and government procedures in both English and Spanish.

CL 3.3 Make better use of Facebook and Twitter to convey community information. This is a particularly important way to engage and inform youth and young adults. Social media is also an excellent way to promote events to people outside of Rigby (e.g. Rigby High School alumni who currently do not live in the area, residents of Rexburg and Idaho Falls, etc.). Engage students in this project.

CL 3.4 Recognize annual high school class reunions as an opportunity to re-connect with and solicit support from alumni who no longer live in the Rigby 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 Rigby to live and/or start a business.

CL 3.5 Make past community visioning and planning efforts available on the City website to make it easier for purposes of applying for grants, to refer to them for future processes like the Idaho Community Review, as well as to make them easily available to local citizens and others looking at the area for various reasons.

CL 3.6 Explore opportunities to create a community newspaper or newsletter. This source of information could be printed, on-line, or both. The paper could, among other things, serve as a one-stop shop for organizations in need of volunteers and individuals wanting to volunteer. One option is to insert this newspaper or newsletter into monthly utility bills.

CL 3.7 Some Idaho cities have found it beneficial to offer monthly “Meet the Mayor” nights or “Donuts with the Mayor” mornings. Perhaps these events could be held in various locations in the community to increase the City Council’s awareness of neighborhoods issues and opportunities. It would also allow the Mayor and Council to interact with residents who have been less involved community affairs and projects.

#### **CL Opportunity Area 4: Meeting Rigby’s current and future housing needs**

Housing came up most specifically in this focus area because the team visited a few of Rigby’s neighborhoods and discussed different housing issues and opportunities. The visiting team’s recommendations under this opportunity area will help make sure your housing stock adequately meets your present and anticipated future needs – both in terms of housing type and cost. Please refer to the Arts, Historic, and Recreation Resources section of this report for additional ideas to make Rigby’s neighborhoods more walkable and bikable.

#### ***Recommendations***

CL 4.1 Review and consider amendments to the City’s zoning and subdivision ordinances to make sure they encourage (or at least do not discourage) the type of housing, streets, and neighborhoods you want to see developed.

CL 4.2 Work with housing agencies, builders, and realtors to gain an accurate understanding of the housing market and needs. This can be accomplished by completing a housing market analysis and needs assessment.

CL 4.3 Home repairs are expensive, especially for low income residents. Some Rigby homeowners would be eligible for low interest loans from USDA Rural Development, an agency that assists rural communities with infrastructure investments.

CL 4.4 Provide information to make residents more aware of existing weatherization and energy efficiency audit programs in the region.

CL 4.5 Working with lenders and applicable agencies, develop opportunities to educate low- and moderate income households about programs intended to help rural families transition into homeownership at minimum cost. Home ownership has been identified as the first step out of poverty.

CL 4.6 Identify opportunities to connect existing streets with pathways to build community among residents and promote safe, efficient walking and biking. Likewise, as future development occurs, work to ensure that new streets connect to existing streets.

CL 4.7 Consider forming a neighborhood watch program or other volunteer-based neighborhood groups to provide a forum for communication among residents and between the neighborhoods and the City.

### **Civic Life and Community Involvement Resources**

Mail Chimp is a free, easy to use email resource. It can be used to send up to 12,000 emails monthly for free. This is a great way to create and disseminate a newsletter. Go to <http://mailchimp.com/>.

Sign Up Genius is an online tool for recruiting and managing volunteers. <http://www.signupgenius.com/>.

Citizeninvestor is a crowdfunding and civic engagement platform for local government projects. The site empowers citizens to invest in their community and create real change. Any government entity or their official partners can post projects to Citizeninvestor.com. These are projects that have support from City Hall and citizens, but simply lack the necessary funds to be completed. Go to <http://www.citizeninvestor.com/about>.

Nextdoor is a free on-line tool to encourage communication between neighborhoods and residents. Go to <https://nextdoor.com/>.

Examples of existing interfaith or ecumenical organizations in Idaho include the Portneuf Valley Interfaith Fellowship in Pocatello (<http://www.portneufinterfaith.org/>), Jerome Interfaith Association in Jerome (<http://jeromeinterfaith.org/>), and Idaho Interfaith Alliance based in Boise (<http://www.tiaidaho.org/>).

Free language translation for the purpose of creating bi-lingual on-line communication, reader boards, and flyers is available at <http://www.freetranslation.com/en/translate-english-spanish>.

If the City, Chamber, and other organizations created twitter accounts, they could easily get out information as well. It should be tied directly to a "Community Calendar" or website, housed by the Chamber or the City. For one example, go to <http://www.mccallchamber.org/>

The on-line Community Toolbox is a service of the Work Group for Community Health and Development at the University of Kansas. This resource offers an extensive variety of educational materials regarding community and organizational development. Go to <http://ctb.ku.edu/en>.

“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>.

“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](http://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>.

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.

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](mailto: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/7sqsfy>.

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>.

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

Several of resources 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.idahoinclues.org](http://www.idahoinclues.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](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](mailto: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](mailto: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>.

For information about the City of Meridian’s Neighborhood Star awards program, go to [http://www.meridiancity.org/news\\_events.aspx?id=11989](http://www.meridiancity.org/news_events.aspx?id=11989).

A rental housing search can be done at the USDA website. Go to [http://rdmfhrentals.sc.egov.usda.gov/RDMFHRentals/select\\_state.jsp](http://rdmfhrentals.sc.egov.usda.gov/RDMFHRentals/select_state.jsp).

The U.S. Department of Housing and Urban Development (HUD) offers a tool to search for affordable rental housing. Go to <http://www.hud.gov/apps/section8/step2.cfm?state=ID,Idaho>.

The Idaho Housing and Finance Association (IHFA) has a searchable data base for Idaho renters and landlords. IHFA’s multifamily finance department has the lending expertise to offer affordable housing developers a full array of financing alternatives. From Low-Income Housing Tax Credits, which offer incentive to developers to build affordable rental housing, to a combination construction/permanent loan, a separate permanent loan through a consortium of banks, or subordinate financing. Go to <http://www.housingidaho.com/>.

The U.S. Department of Agriculture (USDA) Guaranteed Rural Rental Housing Program was established to increase the supply of moderately-priced housing in rural areas; ensure that housing is affordable to low- and moderate-income rural residents whose incomes are 115 percent of area median income (AMI) or less; provide housing that is decent, safe, sanitary, and competitive in the market; and foster risk-sharing partnerships with public and private lenders. Under the program, the Agency will provide credit enhancements to encourage private and public lenders to make new loans for affordable rental properties that meet program standards. Go to [http://www.rurdev.usda.gov/HAD-Guaranteed\\_Rental\\_Loans.html](http://www.rurdev.usda.gov/HAD-Guaranteed_Rental_Loans.html).

The Eastern Idaho Community Action Partnership (EICAP) has an Energy Assistance program. Income eligible participants apply annually for a once per year cash benefit to assist with winter heating bills. For more details, visit their Energy Assistance page at <http://www.eicap.org/> EICAP has a Weatherization Program that provides energy conservation services to income eligible households in southeastern Idaho. The program is available to those who qualify year round. Renters, as well as homebuyers, are eligible to apply for services. The Weatherization Program helps to increase energy efficiency by concentrating on the problems of heat loss and air filtration. Measures taken to improve energy efficiency may include repairs to broken



windows, insulation, caulking and weather-stripping. In addition to the material improvements made to eligible homes, Energy Conservation Education is provided to participants. Go to <http://www.eicap.org/>.

Contact Erik Kingston, Housing Resources Coordinator, Idaho Housing and Finance Association, ([ErikK@IHFA.ORG](mailto:ErikK@IHFA.ORG), 208-331-4706) for additional information about assessing housing condition and needs.

Rural Housing Guaranteed Loan. Applicants for these loans may have an income of up to 115% of the median income for the area. Families must be without adequate housing, but be able to afford the mortgage payments, including taxes and insurance. In addition, applicants must have reasonable credit histories. Go to [http://www.rurdev.usda.gov/HAD-Guaranteed\\_Housing\\_Loans.html](http://www.rurdev.usda.gov/HAD-Guaranteed_Housing_Loans.html).

Rural Housing Direct Loan - Section 502 loans are primarily used to help low-income individuals or households purchase homes in rural areas. Funds can be used to acquire, build (including funds to purchase and prepare sites and to provide water and sewage facilities), repair, renovate, or relocate a home. Go to [http://www.rurdev.usda.gov/HAD-Direct\\_Housing\\_Loans.html](http://www.rurdev.usda.gov/HAD-Direct_Housing_Loans.html).

The Idaho Office of Energy Resources (IOER) offers low interest loans (4%) for appliances, Heating, Ventilation and Air Conditioning (HVAC), windows, insulation, lighting improvements and other energy efficiency enhancements. Go to <http://www.energy.idaho.gov/financialassistance/energyloans.htm>.

Owners of homes built before 2002 qualify for 10% tax deduction for 100% of the cost of installing new insulation or other approved energy efficiency improvements in an existing residence. The amount charged for labor is also deductible. Go to [http://www.dsireusa.org/incentives/incentive.cfm?Incentive\\_Code=ID09F&re=1&ee=1](http://www.dsireusa.org/incentives/incentive.cfm?Incentive_Code=ID09F&re=1&ee=1).

Rocky Mountain Power Watt Smart page highlights a number of incentives for residential energy efficiency improvements. Go to <https://www.rockymountainpower.net/res/sem/idaho.html>.

The Rural Repair and Rehabilitation Loan and Grant program provides loans and grants to very low-income homeowners to repair, improve, or modernize their dwellings, remove health and safety hazards, complete repairs to make the dwelling accessible for household members with disabilities. Grants are available to dwelling owners/occupants who are 62 years of age or older. Go to [http://www.rurdev.usda.gov/HAD-RR\\_Loans\\_Grants.html](http://www.rurdev.usda.gov/HAD-RR_Loans_Grants.html).

Self-Help Housing: The USDA Rural Development (USDA RD) and the U.S. Department of Housing and Urban Development (HUD) combine resources to help very low- and low-income households who construct their own homes. Eastern Idaho Community Action Partnership receives funding for the program through USDA Rural Development's Section 502 Mutual Self-Help Housing Loan Program and HUD's regional administrator of Self-Help Homeownership Opportunity Program (SHOP). Go to [http://www.rurdev.usda.gov/rhs/sfh/brief\\_selfhelpsite.htm](http://www.rurdev.usda.gov/rhs/sfh/brief_selfhelpsite.htm) and [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/programs/shop](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/shop), respectively.

HOME: The HOME Program helps to expand the supply of decent, affordable housing for low- and very low-income families by providing a formula grant to the Idaho Housing and Financing Association (IHFA). IHFA uses their HOME grants to fund housing programs that meet local needs and priorities. IHFA may use their HOME funds to help renters, new homebuyers, or existing homeowners. Go to [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/programs/home/](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/).

The Low Income Housing Tax Credits (LIHTC) Program is based on Section 42 of the Internal Revenue Code. Its purpose is to provide the private market with an incentive to invest in affordable rental housing. Federal housing tax credits are awarded through IHFA to developers of qualified projects. Developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents. Go to [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/training/web/lihtc/basics](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/training/web/lihtc/basics).

Non-profit housing providers like the Eastern Idaho Community Action Partnership are adept at financing and developing affordable housing primarily through the HOME and LIHTC programs described above. Go to <http://www.eicap.org/> or call 208-522-5391. They can also help with weatherization/energy efficiency efforts.

*"Shared Equity Models Offer Sustainable Homeownership"* is an on-line article that could give the community additional ideas about how to keep existing affordable housing in their community. Shared equity homeownership offers an alternative option to renting and traditional homeownership. The term refers to an array of programs that create long-term, affordable homeownership opportunities by imposing restrictions on the resale of subsidized housing units. Typically, a nonprofit or government entity provides a subsidy to lower the purchase price of a housing unit, making it affordable to a low-income buyer. The most widely implemented subsidy

retention programs include community land trusts (CLTs), deed-restricted housing programs, and limited equity housing cooperatives. Go to <http://www.huduser.org/portal/periodicals/em/fall12/highlight3.html>.

Through its Community Impact Grants program, the Home Depot Foundation provides awards up to \$5,000 in the form of store gift cards for the purposes of housing modifications, repairs, and weatherization work. Special emphasis is placed on projects that benefit and/or involve veterans. Go to <http://homedepotfoundation.org/page/applying-for-a-grant>.

FHA's Streamlined 203(k) program permits homebuyers and homeowners to finance up to \$35,000 into their mortgage to repair, improve, or upgrade their home. Go to [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/housing/sfh/203k/203kmenu](http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/203k/203kmenu).

The Citizen's Institute on Rural Design provides communities access to the resources they need to convert their own good ideas into reality. CIRDD works with communities with populations of 50,000 or less, and offers annual competitive funding to as many as four small towns or rural communities to host a two-and-a-half day community design workshop. Go to <http://www.rural-design.org/>.

## PART V      A FOURTH FOCUS AREA

The community selected the three focus areas for the Rigby 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 Downtown Revitalization as the fourth focus area for the Rigby Community Review.

### **Community Comments and Concerns Related to Downtown**

The following concerns and comments related to downtown were noted by the visiting team during the community review:

- A number of residents shared a concern about vacant buildings, businesses closing, and stagnation in general. They support taking steps to reverse these trends as we continue to come out of the economic recession.
- There is a desire for more retail and restaurants downtown.
- Many residents expressed desire for an open-air public gathering space in the downtown area; a place where people and families can sit, enjoy a meal, listen to live music, find shade, and attend events. One Rigby resident told us “The only cool place to hang out is the grocery store.”
- Some residents talked about the limited and sometimes inconsistent hours of downtown businesses. For example, residents indicated they would come downtown more often if more businesses were open on Sunday.
- To draw both residents and visitors and preserve historic character, community support for continued downtown revitalization efforts is strong.
- Though few residents spoke about them in detail, the visiting team is aware of recent street and sidewalk improvements in the downtown area. The first phase of these efforts focused on new sidewalks with ADA ramps at intersections, benches, streetlights and trees, and Bennion Pocket Park. The second phase (to be completed) is within the State Street corridor. The community has admirably contributed almost \$3 million toward these efforts.

## **Downtown Revitalization Opportunity Areas**

The visiting team encourages the Rigby community to keep in mind the following principles as it considers the opportunities, recommendations, and resources related to downtown revitalization.

### **Key Players Must Be Engaged and Involved**

The City of Rigby, Rigby Urban Renewal Agency, and Rigby Chamber of Commerce all have an important stake and role in the revitalization of downtown. All of these stakeholders should be actively working together with respect to downtown-related visioning, goal setting, and prioritizing actions. As a partner and facilitator in these efforts, The Development Company should be actively engaged as well. The downtown improvements completed to date have no doubt involved a high degree of coordination and consensus building between these stakeholders.

### **Focus on Offering a Unique Experience**

Rather than trying to convince people to shop downtown Rigby because you offer the same products for the same price as the big-box stores, draw them downtown by offering a social, recreational, *and* shopping experiences and customer service they cannot find anywhere else.



### **Organizing Around the Main Street Four-Point Approach**

The Main Street Four-Point Approach was developed many years ago by the National Trust for Historic Preservation (NTHP) as part of its efforts to assist communities with downtown revitalization. This approach is time-tested and is now incorporated into the Idaho Department of Commerce’s Main Street Program. Keep in mind that you don’t have to be designated a “Main Street” community to benefit from this approach. The four points of NTHP’s Main Street approach include: (1) Organization, (2) Promotion, (3) Design, and (4) Economic Restructuring. The visiting team’s observation is that most of Rigby’s recent downtown revitalization efforts have been focused on design. Future success will require a greater degree of attention on the three other principles. See Appendix H for more information.

### **Your Actual History and Heritage *is* Your Theme**

Some communities are tempted to create an architectural “theme” for their downtown. We heard a few people expressing support for this idea during the community review. A theme based on anything other than your actual history, culture, and architectural heritage is not a good idea. It can leave your downtown looking and feeling contrived and artificial. To thine own self be true!

In this section of the report, Downtown Revitalization is abbreviated as “DR”.

## **Downtown Revitalization Opportunity Area 1: Renovate existing buildings and streets**

Below the visiting team offers several recommendations intended to facilitate renovation and re-use of existing downtown buildings — a goal the City, Chamber, and Rigby residents all talked about as desirable.

### ***Recommendations***

DR 1.1 Continue to pursue completion of Phase 2 of the downtown streets improvement project (i.e. the State Street corridor).

DR 1.2 Consider pedestrian improvements, asphalt markings, signage, traffic calming measures, and other strategies to build a stronger visual and physical connection extending from Broulim's west to E. Main Street, E. Short Street, and Bennion Pocket Park.

DR 1.3 As part of implementing the recommendation above, explore the creation of a pedestrian-only mid-block crossing on East Main Street somewhere between Abbott's and the Rigby Police Department to create a more safe, enjoyable environment for pedestrians. A mid-block crossing in American Falls, ID is pictured at left.

DR 1.4 Use signage and appropriate traffic calming measures to encourage drivers to slow down and be alert for pedestrians where Farnsworth Way becomes E. Main Street.

DR 1.5 The visiting team has a few ideas about making it more safe and easy to travel to and from downtown by bike. These ideas include:

- Designate Main Street (East *and* West Main) a bike route by establishing a painted bike lane.
- Develop a north-south oriented bike route to downtown. Examples are State Street and S, 1<sup>st</sup> W.
- Add bike racks to downtown street furniture.

DR 1.6 Complete an inventory and analysis of vacant and underused building and properties.

This information can then be made available to business owners, realtors, and local, regional, and statewide economic development stakeholders. It would also provide important information as downtown revitalization planning and prioritizing moves forward.

DR 1.7 Facilitate temporary uses for currently vacant spaces. For example, art by local artists, student projects, or historic artifacts might be temporarily displayed in otherwise vacant windows.



DR 1.8 Explore funding and technical assistance resources that could help owners of existing building address maintenance and capital improvement needs.

DR 1.9 Develop a booklet illustrating the architectural character of your existing downtown buildings (as a way to encourage new construction and exterior remodeling to use compatible elements and materials). Historical photographs are often helpful in this project.



DR 1.10 Create an educational event that allow downtown building and business owners to learn from others who have completed façade renovation projects on Main Street and/or in other communities in the area. Such renovation projects often involve removing façade treatments from the 1960's-1980's that detract from the downtown's traditional architectural

character. Keep in mind façade renovation does not have to result in an exact restoration of the historic façade, but it should incorporate elements that reflect your architectural heritage.

DR 1.11 Encourage building owners to investigate the programs and incentives offered by utility companies and other energy conservation stakeholder to help lower energy costs. In some cases, building owners may qualify for tax credits and low interest loans, thereby offsetting the cost of improvements and adding value to the buildings.

DR 1.12 Vacant property owners may want to consider reconfiguring space. One vacant building toured by the visiting team contained approximately 8000 square feet. This is too big for a lot of businesses. Buildings like this are more likely to be filled by rent paying tenants if it is reconfigured into smaller spaces. A building might be remodeled to feature retail in the front and office space for professional service providers (e.g. lawyers, insurance agents, accountants etc.) in the back.

DR 1.13 Downtown buildings available for sale or for rent should be listed on Gem State Prospector, a website hosted by the Idaho Department of Commerce that lists land and buildings available for commercial and industrial uses. Having more Rigby listings on this website will help economic developers identify locations for new businesses and expose the community's assets to a national audience.

DR 1.14 Complete additional building improvement projects using the Operation Facelift model developed by the Southern Idaho Economic Development Organization (SEIDO).

DR 1.15 Present an annual award for the best commercial building renovation project.

DR 1.16 Consider restoring the *Coca-Cola* commercial signage on the east side of the two-story brick building visible from Highway 20. Consider adding a “*Historic Downtown Rigby*” sign to this exterior wall to draw additional travelers off the highway.

DR 1.17 Apply for support through the Idaho Main Street program administered by the Department of Commerce.

**Downtown revitalization Opportunity Area 2: Develop business opportunities by attracting residents and visitors to the downtown area.**

This opportunity area include a variety of strategies intended to make downtown Rigby a more appealing and attractive destination for both residents and visitors. Collectively, these recommendations will help support existing businesses and encourage the creation of new stores. Each new business creates another reason for someone to spend time downtown. More people spending more time downtown benefits *all* businesses.

DR 2.1 Develop a temporary pop-up place making project that occasionally and temporarily creates public gathering spaces within downtown street rights-of-way or parking areas.

DR 2.2 Pursue opportunities to incorporate public art (e.g. one or more murals, artistic painting of above ground utility boxes) in the downtown area.

DR 2.3 Downtown merchants should experiment with extended hours. For example, merchants might start out by picking one night a month for extended hours and market that opportunity to the community. It’s important to have a consistent night like first Thursday or fourth Friday and stick with it for a few months to get the word out. Sunday hours are a bit trickier given the potential conflict with community’s long-held cultural norms. Downtown businesses likely to connect with tourists might experiment with Sunday hours during summer tourist season (Memorial Day – Labor Day).

DR 2.4 Incorporate downtown and the businesses found there in Rigby’s marketing efforts. See Economic Development Opportunity Area 4.



DR 2.5 The community should consider locating a farmers market in the downtown area. The market could start small and grow over time. The market should be open to food sellers as well as artisans. A date and time for the market should be strategically selected so as not to compete with markets in neighboring communities. If successful, the market could increase its operation to two or more days per month.



DR 2.6 Create a way to provide information about the downtown and its businesses at Rigby/Jefferson Lake, Squealer's Funpark, Heise Hot Springs, and Yellowstone Bear World. In exchange, find new ways to promote these businesses in the downtown area.

DR 2.7 Review zoning policies and to make sure they permit, if not encourage, housing in the downtown commercial zone district.

DR 2.8 Develop more weekend and evening events that take place in the downtown area. Downtown businesses would stay open longer during such events. The Jefferson County Arts Council could be a sponsor of events developed under this recommendation.

DR 2.9 Downtown businesses should connect to events outside of the immediate downtown area. For example a business might offer a discount or special offers to folks who might be participating in a sports tournament. At the very least, downtown businesses should build marketing partnerships with major area attractions like Bear World.

DR 2.10 Downtown merchants in cooperation with the Chamber may want to create a passport program. In a nutshell customers put their contact information on a form and then take that form around to local businesses to get their form marked. Completed forms are placed into a drawing for prizes. Participating merchants get a copy of the contact information that they can use for their own marketing efforts.

DR. 2.11 Rigby has some great specialty food businesses but only one of those businesses (The Carmel Tree) has a presence downtown. Window displays featuring the area's specialty foods could go a long way to promoting that industry.

DR 2.12 A growing trend in the restaurant industry is space sharing whereby one chef or entrepreneur uses a space to serve breakfast and lunch and second uses the space at night to serve dinner. On days that the restaurant is closed the kitchen space might be used by someone looking to start a specialty food line or catering. This is a great way to help get folks started in the restaurant, specialty food, and catering businesses due to the resulting lower overall cost.

DR 2.13 Consider creation of a new outdoor public gathering space in the downtown area. Such a space could incorporate public art, seating, restrooms, shade trees, and perhaps a small performance space for live music.

DR 2.14 Increase signage in the community at key locations directing people to your historic downtown. See recommendation ED 4.7.



DR 2.15 Encourage current and future downtown restaurants to have outside seating on sidewalks.

DR 2.16 Hang flowering planters from new light poles or have planter boxes to bring color to downtown.

### **Downtown Revitalization Resources**

Idaho Commission on the Arts offers grants for a variety of arts-related projects, including murals and arts education. Go to <http://www.arts.idaho.gov/>. Contact Michelle Coleman, [Michelle.Coleman@arts.idaho.gov](mailto:Michelle.Coleman@arts.idaho.gov), 208-334-2119.

Idaho Humanities Council offers funding for projects that incorporate cultural heritage. Go to [www.idahohumanities.org/](http://www.idahohumanities.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](mailto:jerry.miller@commerce.idaho.gov), 208-287-0780.

Idaho Main Street program. Go to <http://commerce.idaho.gov/community-programs/idaho-main-street-program/>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208-287-0780.

Certified Local Governments (CLGs) is a program administered by the Idaho State Historical Society for the purpose of preserving the unique historic character of Idaho Communities. CLG communities have access to technical assistance and grant funds that can be used for a variety of historic preservation projects. Go to <http://history.idaho.gov/certified-local-government-clg-program>. Contact Angie Davis, [angie.davis@ishs.idaho.gov](mailto:angie.davis@ishs.idaho.gov), 208-334-3847.

National Trust for Historic Preservation's Main Street Program. Go to <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>; 202-588-6219, [mainstreet@nthp.org](mailto:mainstreet@nthp.org), [Info@savingplaces.org](mailto:Info@savingplaces.org).

Western Office National Trust for Historic Preservation. Go to [www.PreservationNation.org](http://www.PreservationNation.org), Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, [sheri\\_freemuth@nthp.org](mailto: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](mailto: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](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](mailto:info@rampupidaho.org) for more information.

*Main Street: When a Highway Runs Through It* is an excellent book published in 1999 by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within city limits. <http://www.contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/>.

Project for Public Spaces is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our 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/>.

To encourage re-use or redevelopment, many cities have completed and are maintaining a vacant building inventory. One example is Hickory, North Carolina. Go to <http://www.hickorync.gov/eGov/apps/document/center.egov?view=item:id=4681>.

The U.S. Department of Agriculture Rural Business Enterprise Grant Program can help communities plan downtown improvement projects and collectively market downtown businesses. Go to [http://www.rurdev.usda.gov/BCP\\_rbeg.html](http://www.rurdev.usda.gov/BCP_rbeg.html). Contact Daryl Moser, [daryl.moser@id.usda.gov](mailto:daryl.moser@id.usda.gov), 208-378-5615.

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](mailto: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>.

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?oppId=235258> or contact Jerry Royster from HUD at: [jerry.royster@hud.gov](mailto:jerry.royster@hud.gov).

Energy Efficiency Research Institute (CEERI) based at Boise State University is a project of the Center for Advanced Energy Studies. It provides student engineers from BSU, University of Idaho, and Idaho State University who conduct industrial assessments and full energy efficiency evaluations. Go to <http://ceeri.boisestate.edu/>.

Rocky Mountain Power provides energy efficiency evaluations. Contact Tim Solomon, [timothy.solomon@rockymountainpower.net](mailto:timothy.solomon@rockymountainpower.net), 208-359-4285.

Energy Performance Contracting is a performance-based procurement method and financial mechanism for building renewal whereby utility bill savings that result from the installation of new building systems (reducing energy use) pay for the cost of the building renewal project. A "Guaranteed Energy Savings" Performance Contract includes language that obligates the contractor, a qualified Energy Services Company (ESCO), to pay the difference if at any time the savings fall short of the guarantee. Go to <http://energyperformancecontracting.org/>.

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 project. Go to

<http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Sharon Deal, [sharon.deal@commerce.idaho.gov](mailto: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](mailto: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](mailto:jerry.miller@commerce.idaho.gov), 208-287-0780. The Idaho Department of Commerce is offering trainings for people interested in using Gem State Prospector through the end of this year. Contact Jenny Hemly, 208-287-3169, [Jenny.hemly@commerce.idaho.gov](mailto:Jenny.hemly@commerce.idaho.gov).

Several communities are showing family-friendly movies in city parks and downtowns. For examples, go to <http://www.meridiancity.org/movienight/>, <http://cityoflapwai.com/>, and <https://www.facebook.com/pages/Idaho-Movie-Nights/182075851856660>.

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/>.

The City of Hailey has created a temporary “pop up” town square within street rights-of-way. Go to <http://thebluereview.org/pop-up-town-square-hailey-idaho/> to read an article describing the project.

In recent years the City of American Falls has completed multi-million dollar complete street project with support from agricultural producers and truckers. Improvements include a mid-block pedestrian crossing. Contact Jeremy Piersol, City of American Falls, 208-226-2569, or Kristen Jensen, Great Rift Business Development, 208-380-1719.

The Idaho Chapter of the American Planning Association offers an annual conference and a variety of on-line resources to help communities and their leaders plan for growth that protects traditional small town character and achieve other community goals. Go to <http://idahoapa.org/>.

The Idaho Transportation Department publishes a funding catalog of federal, state, and local funding opportunities for transit, bicycle and pedestrian facilities. The catalog also includes technical assistance grant opportunities for strategic and comprehensive planning. Go to [http://itd.idaho.gov/bike\\_ped/Funding%20Guide.pdf](http://itd.idaho.gov/bike_ped/Funding%20Guide.pdf).

City of Idaho Falls Downtown Design Guidelines. Go to [http://www.connectidahofalls.com/uploads/1/9/4/6/19463751/if\\_downtown\\_design\\_guidelines.pdf](http://www.connectidahofalls.com/uploads/1/9/4/6/19463751/if_downtown_design_guidelines.pdf).

## 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 Rigby 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. Recognizing the range of skills, abilities, and perspectives of all segments of Rigby's population is the first step. 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 Rigby and the surrounding area become a more entrepreneurial community. For overall guidance and assistance with process, the visiting team urges the community to give special consideration to the recommendations and resources identified in *Part III: Community Listening Sessions* beginning on page 19, the economic development focus area beginning on page 28, and *Part V: A Fourth Focus Area* beginning on page 72.

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

### **Community Coaching for Grassroots Action**

University of Idaho Extension faculty are available to work with Rigby residents and leaders to get organized to implement community review recommendations by bringing a cross-section of the community together to identify assets, learn about the economy and what's possible/feasible, 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 I. More information may be found at: <http://cd.extension.uidaho.edu/leadership/index.php>. Contact Lorie Higgins, 208-669-1480 or [higgins@uidaho.edu](mailto: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 Rigby area 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: Biographical and Contact Information for Visiting Team Members**
- Appendix B: City of Rigby's Community Review Application**
- Appendix C: Mailed Survey Form and Survey Results**
- Appendix D: Rigby Community Review Master Schedule and Focus Area Itineraries**
- Appendix E: June 11, 2014 article from Jefferson-Star Newspaper**
- Appendix F: Benefits of Supporting Locally Owned Businesses**
- Appendix G: A Community Center How-to Guide**
- Appendix H: Summary of the National Trust for Historic Preservation's Four-Point Approach to Main Street Revitalization**
- Appendix I: Community Coaching for Grassroots Action Program Brochure**

## Appendix A: Biographical and Contact Information for Visiting Team Members

### Economic Development Focus Area

#### **Stephanie Cook**

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Stephanie Cook joined INL in October 2011 to manage the Laboratory's Technology Based Economic Development and Technical Assistance Programs that develops partnerships with local, regional, state and national groups to establish a favorable climate to stimulate economic developments within the technology business sector. Stephanie has national business background in industrial supply, healthcare and technology manufacturing, working with federal agencies in the U.S. She was instrumental in a \$20M healthcare company start-up in the reusable surgical gowns and instrumentation business. Her enterprise building experiences have supported companies ranging from \$10 million to those with more than \$8 billion in sales within the private, public and government sectors.

#### **Dan Cravens**

Regional Economist  
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Photo not available.

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.

**Paul Lewin, Ph. D.**

Extension Specialist, Assistant Professor  
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Dr. Lewin is an extension and research assistant professor in the Department of Agricultural Economics and Rural Sociology. He has a Ph.D. in Applied Economics from Oregon State University and 14 years of applied experience conducting quantitative and qualitative analysis in development issues in Latin America, Europe and the USA. He possesses a quantitative background in input-output analysis, benefit-cost analysis, and econometrics. He has worked with the Food and Agricultural Organization (FAO) and Moody's Analytics. His research field is rural community development. Currently, his research program includes entrepreneurship, rural infrastructure, and dynamic changes of community and small regional economies. He is fluent in English and Spanish.

**Dale Lish**

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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.

**Jerry Miller, PCED (focus area leader)**

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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.

**Tina Gustaveson Wilson**

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Before becoming Executive Director with the Western Alliance, Tina was previously the Community and Healthcare Foundation Relation Specialist for Boundary Community Hospital in Bonners Ferry, where she served as liaison to community organizations. She was also responsible for marketing hospital services, publicity, public affairs, grant writing, fundraising for the Fry Healthcare Foundation and event coordination such as Health Fairs, Festival of Trees, Fun Runs, and Bicycle Rallies as well as writing and publishing a bi-annual community newsletter. She worked extensively with local, regional and statewide chambers of commerce to promote my hospital and community. As CRS, Tina successfully coordinated the passage of a 2 year supplemental hospital tax levy. Currently, she serves on the State Board of Dentistry as well as on the PTAC Coordination Council for ITD, District 3.

## Arts, Historic, and Recreation Resources Focus Area

### **Cathy Bourner** (focus area leader)

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Cathy is currently a Community Development (Tourism) Analyst in the Division of Tourism Development at the Idaho Department of Commerce following three years as the Idaho Travel Council grant manager. Prior to working at the Department of Commerce, I worked as a Senior Research Analyst in the Research & Analysis Bureau at the Idaho Department of Labor, including 10 years as a labor market information analyst.

She grew up in Twin Falls, but was born in, and currently live in, Boise. Cathy graduated from Utah State University with a degree in Agricultural Economics, and followed that by completing a Masters of Business Administration degree at Boise State University.

### **Steven Hatcher**

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Steven is the state folklorist of Idaho and director of the Folk and Traditional Arts program at the Idaho Commission on the Arts. He has an M.A. in American Studies from Utah State University and a B.A. in English from the University of Utah. For the past ten years, Steven's work has focused on the educational side of public folklore, either through contract positions awarded by the State Department or as an expatriate hired on the local economy. In Kazakhstan he worked with the American Corners project to deliver a series of lectures to students and other artists groups. At Santiago, Chile's *Pontificia **Universidad Católica***, he was asked to develop and teach the university's first Introduction to Folklore course in their burgeoning American Studies department. In Geneva, Switzerland Steven continued his role as the embassy's in-house folklorist and was sent to diplomatic meetings and schools to speak on subjects like the study of folklore, trickster tales, and cowboy songs, among others.

Prior to life overseas—and even during that time—Steven cut his teeth at the Western Folklife Center in Elko, Nevada, where he was hired as an Assistant Archivist to digitize audio cassette tapes from the early years of the *National Cowboy Poetry Gathering*.

### **Sunny Katseanes**

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Sunny is a native of Idaho Falls and a graduate from Idaho State University with a Bachelors of Science in Zoology. Sunny joined the Museum of Idaho in 2011. A few of her responsibilities at the museum include developing, overseeing and coordinating education programs, collaborations with local school districts, developing curriculum and fieldtrip materials, organizing continuing education opportunities for teachers, and working with other museum departments to bring world-class exhibits to southeast Idaho. She also worked for Bechtel BWXT Idaho as a Communications Specialist and the Tautphaus Park Zoo as Education Coordinator. Sunny also has been active in the Idaho Falls community serving as a Girl Scout leader, long-standing member of the Idaho Falls Earth Day committee, and a founding member of the Eastern Idaho Environmental Education Association.

### **Renee Magee**

City of Idaho Falls (retired) and  
Preservation Idaho Board Member  
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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.

**David Pennock**

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David has been the Executive Director of the Museum of Idaho since its founding in 2003. Prior to returning to his hometown of Idaho Falls, he was a professor and researcher at Fort Hayes State University, Brigham Young University, and the University of Arkansas. He has a Ph. D. in Systematics and Ecology from the University of Kansas. He earned his B.S. and M.S. degrees at Brigham Young University. He and his wife Gisele have six children. They reside in Idaho Falls.

**Ted Vanegas**

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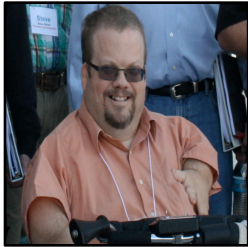


Ted Vanegas currently works for the Idaho Transportation Department as a Sr. Transportation Planner working with the statewide bicycle, pedestrian and transit programs. Ted's nine years of planning experience include land use, transportation and transit planning, as well as program development and project management.

## Civic Life and Community Involvement Focus Area

### **Brian Dale** (focus area leader)

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

### **Mike Field**

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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.

**Louis Lopez**

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*Bio. not available.*

**Sonia Martinez**

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Sonia has worked toward the advancement of Latinos in Idaho for over 15 years in the areas of housing, workforce development, and education. She graduated from Idaho State University with a BA in Organizational Communications where she later worked as the manager of Continuing Education. Sonia worked for several years for the Idaho Department of Labor in workforce development which led her to become a certified Community and Economic Development Professional. Upon a needs assessment of the Latino Community of Southeast Idaho by Partners for Prosperity, Sonia founded and established the Latino Economic and

Development Center, an asset building nonprofit organization.

**Mac Qualls**

City Clerk/Treasurer/Meadows Valley EMS Chief I-85  
City of New Meadows  
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Office: 208-347-2171



Mac has a passion for Meadows Valley. He serves as the EMS Chief for the local nonprofit ambulance service. He has been serving for the all-volunteer service since 1996, and has served as EMS Chief since 1999. Mac also serves the New Meadows City as City Clerk & Treasurer. He began working for the city of New Meadows in 2006.

Mac enjoys writing grants to complete projects in his community, developing websites, engaging the community, and teaching Emergency Medical Services & CPR.

## Listening Session Leaders

### **Lori Porreca, PhD**

Community Planner

Federal Highway Administration, Idaho Division

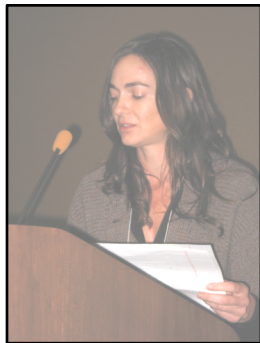
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Email: [lori.porreca@dot.gov](mailto:lori.porreca@dot.gov)



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.

**Erik Kingston, PCED**

Housing Resources Coordinator  
Idaho Housing and Finance Association  
PO Box 7899  
Boise, ID 83707-1899  
Office: 208-331-4706  
Toll-free 1-877-438-4472  
Email: [Erikk@ihfa.org](mailto:Erikk@ihfa.org)

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](http://www.housingidaho.com), co-author of IHFA's *Workforce Housing Toolkit: Simple*



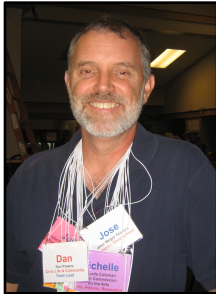
*Steps for Stronger Communities* and author of the *2011 Housing Assistance Guide* for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum ([www.fairhousingforum.org](http://www.fairhousingforum.org)) the East End Neighborhood Association's Armory Committee ([www.reservestreetarmory.com](http://www.reservestreetarmory.com)), and the Boise/Eagle Tour de Coop ([www.boisechickens.com](http://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.

## Leadership, Coordination and Report Writing

### **Jon Barrett**

Clearstory Studios  
2211 N. 31<sup>st</sup> Street  
Boise, ID 83703  
Office: 208-343-1919  
Cell: 208-383-9687  
Email: [jon@clearstorystudios.com](mailto: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.

### **Chrissy Bowers**

Administrator, Industry, Community Services, and Economic Development  
Idaho Department of Commerce  
P.O. Box 83720  
Boise, ID 83720  
Office: 208-780-5139  
Email: [Chrissy.Bowers@commerce.idaho.gov](mailto:Chrissy.Bowers@commerce.idaho.gov)



Chrissy Bowers is the new Department of Commerce Administrator over Industry and Community Services and Economic Development. She was hired in February of 2014. Before joining the DOC, Chrissy was in the private sector. Most recently she worked at Scentsy, Inc. headquarters in Business Development. Prior to Scentsy, she worked for St. Luke's Healthcare Systems in Marketing and Public Relations. Before that she was with Hewlett-Packard as World Wide Product Introduction Manager. Chrissy loves the outdoors where she can be found most weekends with her family. She is a native Idahoan who loves the chance to promote the best brand she knows - Idaho.

## Appendix B: City of Rigby's Community Review Application

Please complete this application 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 Housing & Finance Association,  
U.S. Department of Housing & Urban Development, University of Idaho,  
U.S. Department of Agriculture – Rural Development, & 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, Glenns 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.
- 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
- Suggest lodging locations for the visiting team and supply related information.
- Publicize the community review to maximize community participation.
- 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 Rigby

Main Contact Person: Gae Lynne Hinckley

Address/City/State/Zip: 141 W. 1<sup>st</sup> N. Rigby, Id 83442

Phone, Fax, Email: (208) 745-8637 bkhink@yahoo.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: [Mayor Keith Smith \(208\) 745-8111 ext 12 rigbymayor@ida.net](mailto:rigbymayor@ida.net)
2. Arts, Historic & Recreation Resources: [Joe Sites \(208\) 522-7121 JFSites@msn.com](mailto:JFSites@msn.com)
3. Civic Life & Community Involvement: [Gae Lynne Hinckley \(208\)745-8637 bkhink@yahoo.com](mailto:bkhink@yahoo.com)

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

1.) Economic Development:

The City of Rigby is requesting the visiting team evaluate the empty buildings in Rigby and brain storm a solution to create an environment that would generate new businesses in town which will be successful and create a list of potential businesses that could be a benefit to Rigby's growth.

2.) Arts, Historic & Recreation Resources:

The City of Rigby is requesting the visiting team conduct an in-depth study of the city cultural, park systems and museums in order to promote more diversity in cultural, arts, community concerts, public events and capitalize on Rigby's historic importance.



**3.) Civic, Life & Community Involvement:**

The City of Rigby is requesting the visiting team conduct a comprehensive study of ways to successfully get residents to be a part of the community, to be on committees, to feel ownership and a sense of belonging in the city.

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

The best possible outcomes for the City of Rigby would be to identify potential businesses that could succeed in Rigby utilizing the existing vacant buildings and cultivating enthusiasm and ownership in the community through residences' involvement.

**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)**

The City of Rigby is currently constructing upgrades to both the water system and the waste water collection line systems through a Community Development Block Grant and long term borrowing. The City of Rigby has an on-going partnership with Jefferson County to utilize a geographic information system (GIS) to help manage operation and maintenance of city infrastructures.

The City of Rigby has already begun the process of updating the Zoning Ordinances and has contacted a couple of consultants to obtain bids to begin the process of updating our Comprehensive Plan.

In the last few years, the City of Rigby has had several new businesses open: Beloved Apparel Store, Bojanjos Pizza Restaurant, Pizza Hut Restaurant, Down to Earth Floral Shop, Gator Jacks Restaurant (expanded), Dioptra Survey Company, Inklings Book Store, Anytime Fitness and Rods & Vinyl.

The City of Rigby has enhanced the Main Street with new street lights, planted trees and installed pavers. In conjunction with Idaho Transportation Department (ITD) the City of Rigby has installed new light fixtures with LED lighting along Highway 48.

The City of Rigby has replaced the roof, painted the shelter and replaced shutters on the City Park Shelter, seal coating and upgraded South Park walking path, Lion's Club sponsored the tree planting at the Small Rodeo Arena, installed horse walker fencing and screening at the Rodeo grounds, installed parking lot lighting, fence screening at the INL parking lot, enhancements at the Veteran's Memorial Park monument and Daughters of Utah Pioneer Memorial.

The City of Rigby has revitalized the Bennion Pocket Park, remodeled the basement of the Library and the new Police Station. Extended the airport taxi runway and created a tie down

area. The City of Rigby has updated the lighting at City Hall, the Library and Police Building.

The City of Rigby has a city wide clean-up day held twice a year.

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.

The City of Rigby would like the visiting team to visit the Junior High School, Old Court House, Old School Administrative Building, Old Furniture store, Old IGA/Cabinet Shop and the vacant lot adjacent to Napa Auto Parts on State Street. At this time, the City of Rigby is not aware of any investors, partners or funders for any of these projects.

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

The City of Rigby has also completed ADA compliant walk-ways along Highway 48 and the Business loop on Highway 20.

The City of Rigby is also in the early stages of converting park irrigation systems to canal water to eliminate the usage of potable water and providing water timers to city residents for improved water conservation.

We ask that communities participating in the review process provide brief updates on an annual basis. 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. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review?

The City of Rigby propose September/October 2013 or May/June 2014 for the community review dates.

Mayor's Signature: \_\_\_\_\_

Date: 2-26-13



Please complete this application and return to:  
**Idaho Rural Partnership**  
PO Box 83720, Boise, Idaho 83720 -- (208) 780-5149

## Appendix C: Mailed Survey Form and Survey Results

### New Summary Report - 27 May 2014

Survey: Rigby Community Review Survey Tabulator

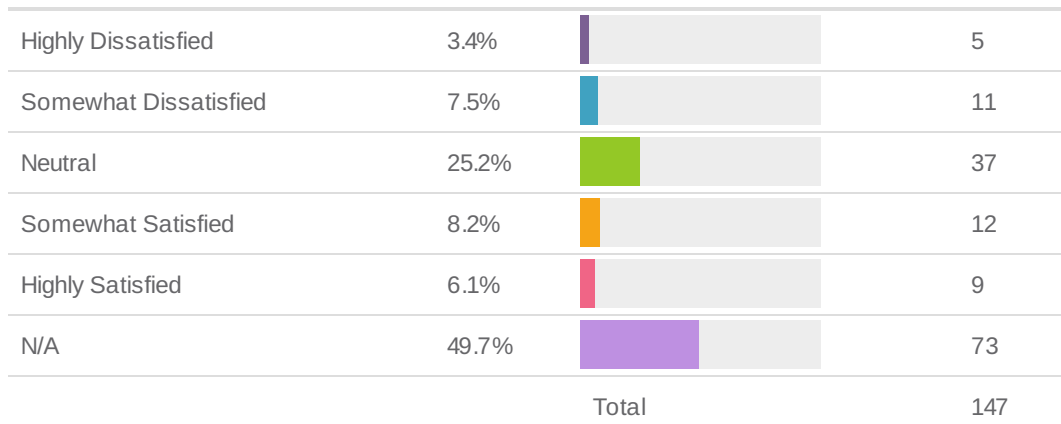
This survey is ...

English	99.3%		149
Spanish	0.7%		1
Total			150

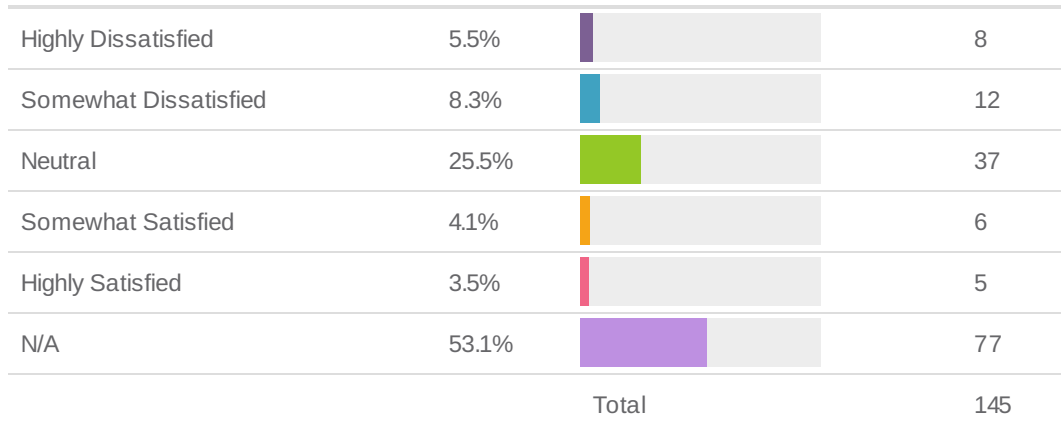
Part 1: Arts, History & Recreation: In this section, please tell us how important the arts, history and recreation opportunities are to you in Rigby..

	Very Unimportant		Somewhat Unimportant		Neutral		Somewhat Important		Very Important		Responses
1. Youth services and facilities (e.g. teen center, skate park)	10	6.9%	11	7.6%	20	13.8%	57	39.3%	47	32.4%	145
2. Availability of local arts and cultural opportunities	9	6.1%	19	12.8%	40	27.0%	51	34.5%	29	19.6%	148
3. Quality of parks	7	4.8%	4	2.7%	11	7.5%	37	25.2%	88	59.9%	147
4. Availability of recreation programs	8	5.6%	6	4.2%	23	16.0%	48	33.3%	59	41.0%	144
5. Farnsworth TV Pioneer Museum	5	3.4%	17	11.6%	53	36.3%	48	32.9%	23	15.8%	146
6. Rigby / Jefferson Lake	11	7.4%	5	3.4%	19	12.8%	29	19.6%	84	56.8%	148
9. Rigby Rodeo Arena / Jefferson County Fairgrounds	5	3.4%	7	4.7%	28	18.9%	45	30.4%	63	42.6%	148
10. Farmer's market	7	4.7%	7	4.7%	36	24.2%	51	34.2%	48	32.2%	149
11. To what degree do you support the creation of an annual celebration like Philo T. Farnsworth B-Day/ Rigby Days?	8	5.6%	19	13.2%	49	34.0%	44	30.6%	24	16.7%	144
12. To what degree do you support the development of a multi-use, arts, recreation & education community center?	10	6.9%	12	8.3%	37	25.5%	42	29.0%	44	30.3%	145
13. Other	2	7.7%	1	3.8%	3	11.5%	3	11.5%	17	65.4%	26

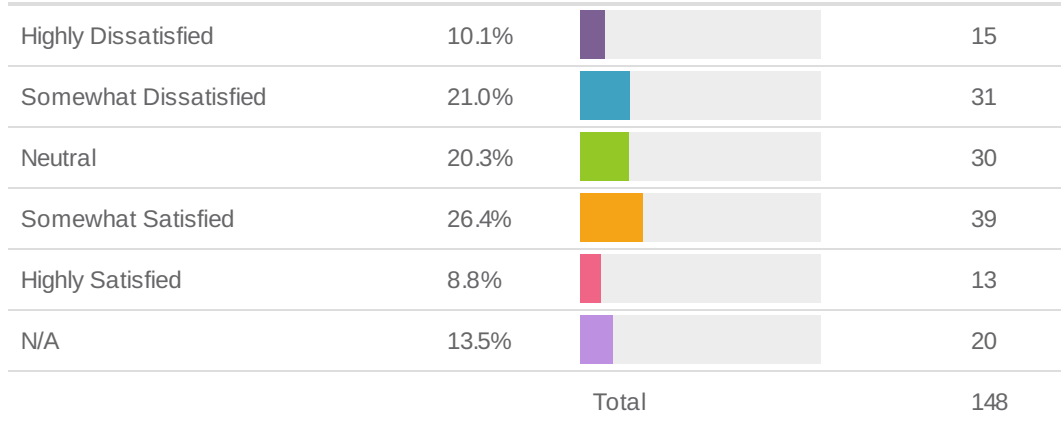
-1. Social services such as domestic violence shelter and other emergency services




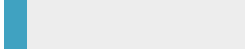
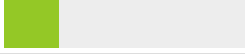
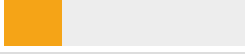
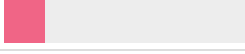
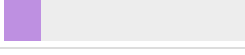
-2. Adult education services (e.g. G.E.D.)



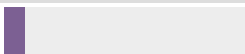
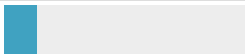

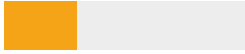
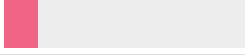
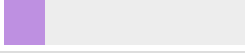
-3. Bicycle / pedestrian pathways



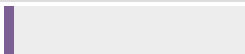
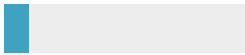
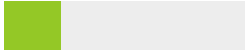
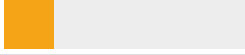
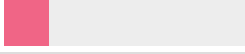
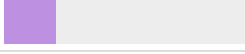
-4. Quality of library

Highly Dissatisfied	10.2%		15
Somewhat Dissatisfied	9.5%		14
Neutral	23.1%		34
Somewhat Satisfied	24.5%		36
Highly Satisfied	17.0%		25
N/A	15.7%		23
Total			147

-5. Quality of K-12 education

Highly Dissatisfied	8.8%		13
Somewhat Dissatisfied	13.6%		20
Neutral	15.7%		23
Somewhat Satisfied	30.6%		45
Highly Satisfied	14.3%		21
N/A	17.0%		25
Total			147

-6. Housing availability

Highly Dissatisfied	4.1%		6
Somewhat Dissatisfied	10.2%		15
Neutral	23.8%		35
Somewhat Satisfied	21.1%		31
Highly Satisfied	19.1%		28
N/A	21.8%		32
Total			147

-7. Availability of high-speed Internet services

Highly Dissatisfied	12.2%		18
Somewhat Dissatisfied	21.8%		32
Neutral	15.7%		23
Somewhat Satisfied	32.7%		48
Highly Satisfied	7.5%		11
N/A	10.2%		15
Total			147

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 Rigby. 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		Responses
1. Appearance of downtown Rigby	3	2.1%	17	12.0%	16	11.3%	73	51.4%	31	21.8%	2	1.4%	142
2. Appearance of public buildings	4	2.8%	19	13.4%	26	18.3%	75	52.8%	17	12.0%	1	0.7%	142
3. Availability of local jobs	20	14.5%	38	27.5%	31	22.5%	19	13.8%	6	4.3%	24	17.4%	138
4. Quality of local jobs	23	16.2%	32	22.5%	39	27.5%	19	13.4%	6	4.2%	23	16.2%	142
5. Variety of local businesses	14	10.0%	47	33.6%	33	23.6%	38	27.1%	7	5.0%	1	0.7%	140
6. Business involvement in the community	7	5.0%	22	15.6%	41	29.1%	44	31.2%	12	8.5%	15	10.6%	141
7. Variety of goods available in stores	7	4.9%	33	23.1%	21	14.7%	64	44.8%	14	9.8%	4	2.8%	143
8. Availability of job training programs	14	9.9%	25	17.6%	32	22.5%	5	3.5%	3	2.1%	63	44.4%	142
9. Availability of information and training for people starting new	16	11.4%	27	19.3%	28	20.0%	3	2.1%	1	0.7%	65	46.4%	140

10. What type of business(s) or occupations are you/your family trained in?

Count	Response
1	Accounting ,Small Engine repair, law enforcement
1	Business Constructions, healthcare administration
1	Business management, Retail Management sales collections
1	Business/financel accounting wages
1	Clothing, retail, fitness
1	Dental Lab Technician
1	Education and retail
1	Education,engineering,retail Marketing
1	Fashion Design and Technecal writing
1	Finanace service, construction
1	Government administration, healthcare
1	Healthcare, automotive repair
1	I'm retired.
1	Law, Health and educations
1	MPT/CT
1	Music Education
1	NA
3	None
1	Open pit miner, heavy equipment operator, bookkeeping, nursing, school bus driver, cosmetology
1	Plumbing Service
1	Printing and cook
1	Psychology, fund raising
1	Real Estate
1	Real estate
1	Recreational, woodworking, childcare
1	Retail, auto sales, services
1	Retired
1	accountin music and education
1	accounting, military, law enforcement
1	auto body, nursing and photogrophy

1	automotive repair
1	cabinet maker, school teacher
1	construction, family relationship therapy
1	construction, retail and fast food
1	customer service and cooking
1	dairy/farmer, office management
1	design, manufacturing, sales of recreation products, farming
1	different grocery stores/eateries
1	education and engineering
1	education/handyman maintenance
1	education, banking
1	food service, technical
1	general manager, CBRS (PSR) services
1	graphic design, office, retail
2	grocery
1	gym maintenance, security, public education
1	healthcare
1	landscaping, industrial hygiene and safety, nuclear waste management
1	mechanics, insurance
1	medical
1	medical, farming, food management, real estate
1	music, arts, food, sporting
2	n/a
1	office manager
1	ranching and farming
1	real estate, rentals, development
1	retail, human resources
1	retail, restaurant
1	retail, security
1	retail-public service
1	retired but would love to work but when my as is disclosed I am never called for interview
1	retired( excavation- mail delivery



1	sales
1	sales, various fields
1	social services, construction,
1	special needs therapy computer information tech.
1	trailer court owner, Equipment operator
1	transportation
1	we own our on line business
1	windshield repair, landlords, retial, emergency services
1	would like to open a taco business

11. What type of businesses would you like to see in Rigby?

Count	Response
1	A second grocery store would be nice for competition and more choices.
1	Accountin firms, hotels, more retail other thean Broulins and Kings
1	Another grocery store
1	Another grocery store, gas stations, restaruants, and a McDonalds
1	Anthing
1	Any
1	Arby's, Burger King, and a gym
1	Big Multipurpose Stores
1	Community center
1	Competition to retail stores
1	Costco, Superwalmart, Bass Pro Shop, Outlet mall, nation chain restaurants, auto dealerships,
1	Costco,Burlington Coat Factory,barberr shops on house Restaurants.
1	Department store, Winco
1	Electronics, clothing, footwear, and grocery stores are needed.
1	Farmers Market, burger King Recycling bins in downtown area
1	Fast Food
1	I like it the way it is.
1	Idaho Central Credit Union
1	Just more of the same type of business we have for competition.
1	McDondalds
1	Mexican restaurant
1	More
1	More businesses that will provide activity for children and youth
1	More restuarants and a grocery store that will be opened on Sundays.
1	More supermarket options
1	No Walmart
1	Not sure our community can support businesses.
1	PCC Co-op
1	Papa Murphys, drugstore, grocery store
1	Places my daughter, who is 6, can play.

1	Quick Lube, Walgreens
1	Recycling bins for plastic and such
1	Restaurants, gift shop, furniture store, clothing stores
1	Restaurants, skate rink, farmers market, movie theater
1	Restaurants
1	Restaurants
1	Shoe store, new grocery store, and more restaurants
1	Spanish restaurant
1	Super Store, different local banks, movie theater restaurants, activity center
1	Swimming pool, another grocery store
1	Tai restaurant
1	Theater swimming pool nice clothes store
2	Walmart
1	Walmart and Costco
1	Winco, Costco
1	Winco, Costco, Walmart, Kmart
1	all-retail professional
1	another grocery store
1	another grocery store (competition)
1	bakery, more restaurant
1	better restaurants, winco
1	Cabela's Walmart Winco Beehive Credit Union
1	Costco Walgreens clothing restaurants
1	Chuck E. Cheese
1	clothing, shoes
1	coffee shop w/wf
1	dept store grocery theatre more restaurants
1	grocery Outlet / Wall mart
1	grocery, clothing stores
1	indoor swimming pool
1	more fast food
1	more grocery stores

- 1 more medical

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- 2 more restaurants

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- 1 more restaurants, longer hours

---

- 1 more restaurants, retail, grocery stores

---

- 1 more sit down restaurants

---

- 1 more variety/ another groc. store

---

- 1 movie theater wal-mart and sit down restrants

---

- 1 nice resturants / Walmart

---

- 1 one that will stay/it doesn't matter

---

- 1 restaurants, retail

---

- 1 retail clothing stores and restraurnts

---

- 1 something to get youths going.

---

- 1 sporting goods

---

- 1 sporting goods, music/electronics

---

- 1 taco time or taco bell

---

- 1 variety of stores

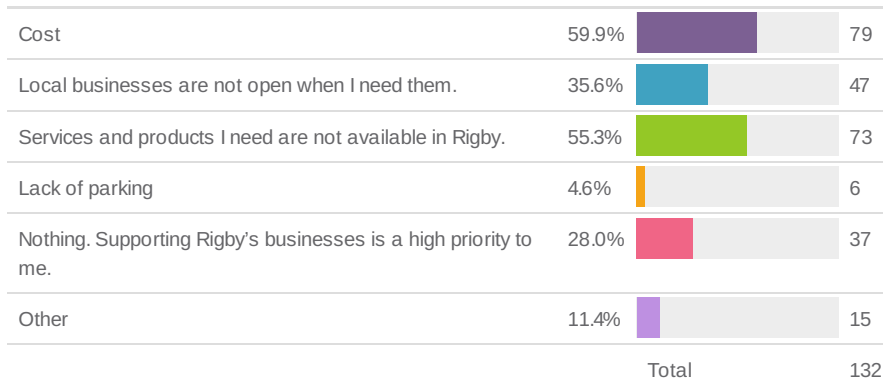
---

- 1 wal-mart, winco, dominis

---

- 1 farmers market, boutiques, better food options, no more fast food, speciality stores that will attract people from other places.

12. What prevents you from supporting Rigby's locally owned businesses more often? (check all that apply)

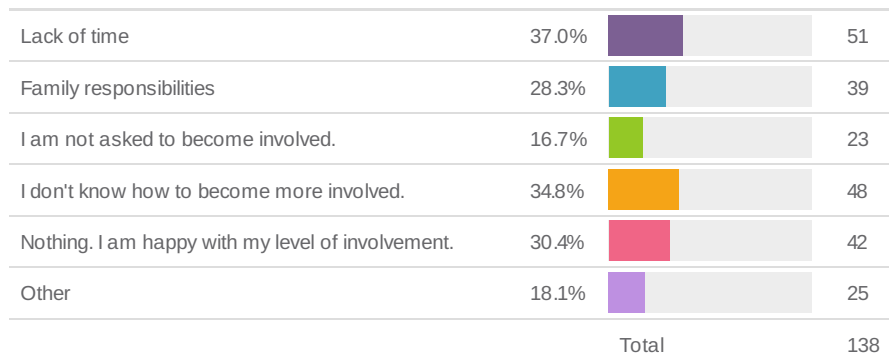


Responses "Other"	Count
<i>Left Blank</i>	135
But supporting Rigby businesses is important to me	1
Groceries way to expensive: I gt home and local business are closed.	1
I support the businesses when they have what I want.	1
I work in Idaho Falls.	1
Quality Customer Service	1
Some services are not available	1
entertainment	1
everything is closed on Sunday	1
ill health	1
not open on Sundays	1
quality of products is an issue. I don't mind paying for better quality	1
shop Rigby if I can	1
we buy locally when we can	1
I support local business when I can -it would be nice to have convenience ofbeing able to goto a store that is not closed	1
if I have to go to Idaho Falls for fabric I might as well get my groccercys becasuse all is to expensive in Rigby	1

In this section, please tell us how strongly you agree or disagree with each of the following statements.

	<b>Strongly Disagree</b>		<b>Somewhat Disagree</b>		<b>Neutral</b>		<b>Somewhat Agree</b>		<b>Strongly Agree</b>		<b>Responses</b>
1. I am satisfied with the quantity and quality of information provided by the City of Rigby.	10	7.5%	25	18.7%	65	48.5%	31	23.1%	3	2.2%	134
2. I am satisfied with the City of Rigby website.(www.cityofrigby.com/)	8	6.2%	21	16.2%	71	54.6%	27	20.8%	3	2.3%	130
3. I am satisfied with the Jefferson County website.(www.co.jefferson.id.us/)	10	7.6%	19	14.5%	74	56.5%	24	18.3%	4	3.1%	131
4. I would like to be better informed about community issues and projects.	2	1.5%	5	3.7%	37	27.2%	57	41.9%	35	25.7%	136
5. I am satisfied with opportunities to be involved in decisions affecting the community.	9	6.8%	20	15.2%	53	40.2%	42	31.8%	8	6.1%	132

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



**Responses "Other"**

	Count
<i>Left Blank</i>	125
"Good Old Boys" mentality of some county officials.	1
Highly involved with Special Olympics / Rigby Wranglers	1
I am very involved.	1
I'm too old!	1
Lack of info on website	1
Library needs to be available to county children without the drastic yearly charge.	1
Not aware of what is going on. We do not take the local newspaper.	1
The ruling party has control. So if you are not in their circle, you can't get in.	1
The website calendar is never up to date.	1
There seems to be a lot of discontent. I would like to see people get along more	1
Too many hypocrites, too much nepotism	1
Typically strong religious groups, where I have nothing in common, run the show.	1
We are involved.	1
disabled	1
don't feel informed	1
ill health	2
involved w/ Rigby Quilt Guild	1
lack of information	1
old age	1
recruitment advertisement is adequate or comes after the fact	1
the town is owned and operated by the same people as 40 years ago.	1

tried, got turned down	1
work 2 jobs to suport my family	1
Highly involved in school (PTO) and local area (Menan) area opportunity. Just not city of Rigby specifically.	1

### 1. Do you work outside of Rigby?

Yes	52.5%		73
No	27.3%		38
Don't Work	20.1%		28
Total			139

### 2. Gender

Male	47.4%		63
Female	52.6%		70
Total			133

### 3. Primary language spoken at home

English	97.1%		132
Spanish	2.2%		3
Other	0.7%		1
Total			136

#### Responses "Other"

Responses "Other"	Count
irish	1

### 4. How long have you lived in Rigby?

0 - 5 Years	20.4%		29
6 - 10 Years	23.9%		34
11 - 20 Years	14.8%		21
21 + Years	40.9%		58
Total			142

#### Statistics

Sum	1,653.0
Average	14.6
StdDev	6.8
Max	21.0



## Appendix D: Rigby Community Review Master Schedule and Focus Area Itineraries

# Master Schedule

Rigby Community Review

June 3-5, 2014



### Tuesday, June 3

- 2:30-3:00 pm Meet at the **Old Jr. High**  
**125 N. 1<sup>st</sup> West, Rigby**
- 3:00-4:00 pm Bus tour depart from **Old Jr. High**
- 4:15-5:30 pm Home Team Listening Session  
Location: **Library/Community Center Upstairs**  
**110 N. State St, Rigby**
- 5:30-6:30 pm Dinner Bambino's  
Location: **City Shelter**  
**248 N. 1<sup>st</sup> West, Rigby**
- 7:00-9:00 pm Town Hall Community meeting  
Location: **Middle School Commons**  
**290 N. 3800 E, Rigby**

### Wednesday, June 4

- 7:30-8:45 am Breakfast + presentation(s) relevant to entire visiting team (e.g. community history, infrastructure)  
Speakers: Pat Scott, History of Rigby and Rick Lamoreaux, Rigby Public Works Director  
Continental Breakfast  
Location: **Library/Community Center Basement**  
**110 N. State St, Rigby**

9:00-11:45 am Focus area meetings / site visits AND Community listening sessions

Arts, History & Recreation	Civic Life & Community Involvement	Economic Development	Listening Sessions @ Senior Center
9-9:30 am Tour – Fair/Rodeo Grounds.	9-10 am Tour – Fair/Rodeo Grounds, Parks, Cordon Park, Housing and Churches	9-10 am Small Business Owners, Development Company, Urban Renewal @Journey's Activity Center	9 am Farmers & Agriculture
9:45-10:15 am Old Courthouse	10:15-11:30 am Young Families in the Park @ City Shelter	10:15-11:30 am Walk downtown main street. Meet empty building owners	10:30 am Senior Citizens
10:30-11:30 am Artists, Art Guild, Jasmine Richardson @ City Hall			

- 12:00 -12:45 pm Lunch Gator Jack's Sandwiches  
Location: **Gator Jacks**  
**432 Farnsworth, Rigby**

1:00-5:15 pm Focus area meetings / site visits AND Community listening sessions

Arts, History & Recreation	Civic Life & Community Involvement @ City Hall	Economic Development	Listening Sessions @ Senior Center
1-3 pm Tour - Rigby Lake, Squealers, Bike Path/ Connectivity.	1-2 pm Civic Groups – Lions, Rotary, Veterans	1-1:30 pm Carmel Tree	1 pm Law Enforcement & Emergency Service
3:15-4 pm Farnsworth Pioneer Museum	2:15-3:15 pm Community Event Groups – Old Iron, Chamber, Dolly Peterson, Karl Anderson, Todd Stowell	1:45-2:15 pm Broulim's	2:30 pm Civic, Church & Social Service Leaders
4:15-5:15 pm Recreation/Exercise Groups @ library	3:30-4:15 pm Education Groups – Library, Summer Reading, Journeys, School District	2:30-3:30 pm Queen Bee Air Services	4 pm Open – Interview with Residences – Eric Kingston & Lori Porreca
	4:30-5 pm	3:45-4 pm Prepared Pantry	
		4:15-5 pm Klim	

- 5:30-7:00 Dinner Broulim's Chicken & Noodles  
Location: **Library/Community Center Basement**

**110 N. State St, Rigby**  
**Listening Sessions**  
**@ Library Upstairs Rm**  
**6:30 pm Hispanic**

- 7:15-8:00 pm Visiting team debrief meeting – Excuse Home Team  
Same location as dinner.

# Master Schedule cont.

*Rigby Community Review*



## Thursday, June 5

- 7:30-8:45 am Breakfast  
Location: **Me-N-Stans**  
**100 W. Main St, Rigby**
- 8:45-9:00 am Visiting team meeting  
Same location as breakfast
- 9:00 am-12:00 pm Visiting team presentation development  
3-4 Locations: **Journey's Activity Center**  
**177 E. Main**  
WiFi provided by Verizon
- 12:00-12:45 pm Lunch  
Location: **Senior Citizen Center**  
**391 Community Lane, Rigby**
- 1:00-4:45 pm Visiting team presentation development (continued)
- 4:45-5:45 pm Downtime
- 5:45-6:45 pm Dinner  
Location: **New Star Chinese Restaurant**  
**207 Stockham, Rigby**
- 7:00-9:00 pm Community meeting featuring visiting team presentations  
Location: **Middle School Commons**  
**290 N. 3800 E, Rigby**

## Appendix E: June 11, 2014 Articles from Jefferson-Star Newspaper

By CHARLIE VANLEUVEN  
The Jefferson Star Staff

If residents in Rigby had their way, they would have more stores, more restaurants, and more entertainment in town.

One hundred and sixty participants rated their satisfaction with facets of Rigby life in recreation, civic participation and economic development. They were also given a chance to list their suggestions.

Competition against local businesses was a recurring theme, as residents responded that they thought more businesses would bring some prices down and offer consumers more variety.

According to the survey, 79 out of 132 respondents said that "cost" prevents them from shopping locally. Second on the most voted for was "services and products" not available in Rigby.

Out of 81 responses to the question, "What type of businesses would you like to see in Rigby?" 37 responses asked for another grocery store. Some requested a specific national brand, while others simply wanted choice.

"A second grocery store would be nice for competition and more choices," one respon-

der wrote.

Thirty-five asked for more restaurants, both fast food and "sit-down," while 30 asked for more retailers.

"Just more of the same type of business we have for competition," one response reads.

Businesses associated with entertainment, like swimming pools, theatres, skating rinks and activity centers, garnered 14 votes.

"Places where my daughter, who is 6, can play," another responder wrote.

Approximately 47 percent of responders were "somewhat satisfied" or "neutral" with the city's bicycle/pedestrian pathways. Just over 31 percent were either "somewhat dissatisfied" or "highly dissatisfied."

Service-oriented businesses, like professional, medical, and mechanical, garnered 12 votes.

Participants were asked what would make the city "a better place for residents and businesses."

Of 40 responses, 17 suggested improvements to city services, like utilities, access to the library, and more enforcement.

"We have to pay a fee for use of the library. We live 100 feet from the boundary of being able to get a library card. It is ridicu-

SEE COMPETITION PAGE 3

### Rigby residents participate in community review meeting

By SCHAE RICHARDS  
Special to the Jefferson Star

Rigby residents participated in a community review meeting June 3 at Rigby Middle School, giving insight to the Community Review home and visiting teams, as to what can be improved or added to the community to enhance its character.

"The purpose is to really spend an in-depth time in the community and talk to enough people in the community to really understand what people in Rigby really think is important," said Jon Barrett, a Community Review visiting team representative from Clearstory Studios.

Citizens discussed three different focus areas with a visiting team of professionals, whose expertise was in a par-

ticular area: economic development, civic life and community involvement, and arts, historic and recreation resources.

In addition, they were able to discuss the benefits and challenges of living in Rigby along with its various assets.

Citizen recommendations for economic development included sponsoring events that attract more people from surrounding areas, creating a local hangout spot for students; refining the infrastructure of city buildings; and improving the downtown parking.

"The local folks are very enthusiastic, and they are looking for some new ideas, (and) maybe some new ways to approaching things," said Mike Field of the Idaho Rural Partnership in an interview with The Jefferson Star.

SEE REVIEW PAGE 11

## REVIEW / *from page 1*

Citizens also said sponsoring more local events would help preserve the city's essence, which would fall under the area of arts historic and recreation resources. Other people's recommendations for this focus area included developing a multi-purpose venue that could hold various events, and creating an 'unusual' element that would make Rigby more unique.

Moreover, some said the old Rigby Junior High School building should be put to good use. Suggestions included turning the building into an arts and recreation center where local artists can teach art and exhibit their own work, and/or turning it into a central location for homeschooled children to meet together.

In regards to civic life and community involvement, citizens talked about volunteer work and how to bring the community together. Some expressed their concern in this area saying that there is either a lack of volunteer opportunities or lack of communication about them.

To improve this area, Field mentioned that the city implement a volunteer club or program to help citizens become more involved.

"Maybe the community needs to find a better, effective way to communicate all things that need to be done and the projects that need volunteers,"

Field said in the interview.

Other citizen recommendations for the civic life and community involvement included improving the quality of education, and having more activities to help bring the community together.

On June 4, the visiting team sought out more community members by meeting with local businesses and groups and talking with different demographics such as high school students and senior citizens.

The visiting team presented some of those findings and observations in another meeting held June 5.

"We listen to what the community's goals are and then we say 'here are some ideas to help you achieve those goals,'" Barrett said.

Barrett said the next step of the community review is to go through all comments and start building a report.

Afterward, the visiting team will make recommendations that the city can use for future reference. A hard copy of the report will be available in September.

"We don't tell anyone what to do," Field said in the interview. "... We are just outside eyes looking in on (Rigby's) community."

## **Appendix F: Top 10 Reasons to Support Locally Owned Businesses**

Adapted from Think Boise First ([www.thinkboisefirst.org](http://www.thinkboisefirst.org))

### **10. MAKE YOUR COMMUNITY A DESTINATION**

The more interesting and unique your community, the more you will attract new neighbors and visitors. This benefits everyone!

### **9. EXPAND YOUR CHOICES**

A marketplace of thousands of small businesses helps to ensure more innovation and competition, and lower prices over the long term. Independent businesses who choose products based on what their local customers need and desire guarantee a more diverse range of products and services.

### **8. PRESERVE ENTREPRENEURSHIP**

Let's keep the American Dream alive. Entrepreneurship fuels America's economic innovation and prosperity. The success of locally owned, independent businesses provides real-life inspiration to our community.

### **7. PUT YOUR TAXES TO GOOD USE**

Local businesses in city centers require comparatively little infrastructure investment and make more efficient use of public services. Also, spending locally instead of online ensures that your tax dollars are reinvested where they belong—right here in your community!

### **6. GET BETTER SERVICE**

Local business owners and employees often possess a level of expertise and a passion for the products they sell. They tend to have a greater interest in getting to know their customers—who are also their neighbors. Simply put, local owners and employees take a special pride in their trade.

### **5. REDUCE ENVIRONMENTAL IMPACT**

Locally owned businesses can make more local purchases requiring less transportation. Generally, locally owned businesses set-up shop in city centers as opposed to developing on the fringe of city limits; this contributes to less sprawl, congestion, habitat loss and pollution.

### **4. SUPPORT COMMUNITY GROUPS**

Independent businesses are owned by people who live in the community and are committed to investing in its future. Studies show that local businesses donate to community causes at twice the rate of chains.

### **3. CREATE GOOD "LOCAL" JOBS**

Small local businesses are the largest employer nationally and therefore provide the most jobs to residents in communities.

### **2. KEEP YOUR COMMUNITY UNIQUE**

Where we shop, where we eat and where we have fun — all of it makes our community home. One-of-a-kind, independent businesses are an integral of what makes your community a great place to live.

### **1. KEEP YOUR DOLLARS IN YOUR ECONOMY**

Several studies have shown that when you buy from an independent, locally owned business, a significantly greater portion of your money stays in the local economy, creating jobs and expanding the city's tax base — continuing to strengthen the economic base of your community.

## Appendix G: A Community Center How-to Guide

### *A Community Center How-to Guide*

Prepared by Tony Tenne, Community Development Specialist  
Idaho Department of Commerce  
October 2010

The vast majority of community center grants for the Community Development Block Grant (CDBG) program are existing city/county owned facilities (or also can be owned by non-profit or recreation district) where block grant funds are used to make upgrades to or complete an existing project. Applications for community/senior centers are due the first Friday in March every year. Cities/Counties seeking community center grants must income qualify by either Census or income survey. Seniors are considered “limited clientele” and senior center projects automatically qualify. Grants are up to \$150,000.

Here are a few examples of projects in North and North Central Idaho where CDBG funds were used.

#### **City of Nezperce**

The City of Nezperce is a great example of community collaboration on a project. A library project was spearheaded by community member Maxine Riggers and a community center/library funded by private donations, local and in-kind cash and private cash took shape.

Phase I of the project, funded by the city and local groups finished a shell structure with siding, foundation and doors. \$150,000 of CDBG funds were used to complete the interior work including HVAC, electrical, plumbing, ADA accessible restrooms, kitchen, sheetrock and interior painting. A community chain transported the books from the old facility to the new. The phone number for the city is 937-1021.



#### **City of Cottonwood**

Horizons volunteer Chinh Le from the Prairie Horizon Group played a big role in getting the community center renovation project going for the City of Cottonwood. The center had wood covering all the windows, an outdated kitchen and a basement library that was not ADA accessible. CDBG funds were used to remodel the exterior basement entrance, install a mechanical lift for ADA accessibility, remodel the main floor restrooms and uncover and replace

nine large interior windows. The electrical system was also upgraded to accommodate larger scale use. The city also contributed close to 100% cash match alone to the project (not including local/private donations). The phone number for the city is 962.3231



### **City of Kamiah**

The American Legion owns the community center in Kamiah and it is run by the Upper Clearwater Community Foundation who rent the building for a nominal fee to run as the community center. The city applied for a grant and then sub-granted it to the Upper Clearwater Community Foundation.





The vast majority of the Kamiah City Pool's operating budget came from the annual crab feed held in the community center building. Age and disrepair threatened the integrity of the structure and the annual crab feed was going to be looking for a new place to hold their event. The project, currently under construction, included a remodel of the main floor, adding insulation, replacing windows, addition of ceiling covering, and installation of an updated electrical system and recovering the main floor. An ADA accessible entrance and ramp outside is also being constructed. The phone number for the City of Kamiah is 935.2672.



## **Appendix H: 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 I: Community Coaching for Grassroots Action Program Brochure



## Contact and Information

Lorie Higgins, [higgins@uidaho.edu](mailto:higgins@uidaho.edu)  
 208-885-9717  
 Kathlee Tift, [ktift@uidaho.edu](mailto:ktift@uidaho.edu)  
 208-799-3054  
<http://cd.extension.uidaho.edu/leadership/>

**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 Shaklee ([hshaklee@uidaho.edu](mailto:hshaklee@uidaho.edu)) and Kathlee Tift ([ktift@uidaho.edu](mailto: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 Spirit 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 Kathlee Tift ([ktift@uidaho.edu](mailto:ktift@uidaho.edu)).

## COMMUNITY COACHING FOR GRASSROOTS ACTION

### LEADERSHIP IN ACTION



*I suppose leadership at one time meant muscles; 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 agreed-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](http://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.