



Driggs

Community Review Report

September 11-13, 2012

Report printing courtesy of Idaho Transportation Department

Community Review Report

for the

City of Driggs

September 11-13, 2012

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.



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- Four County Alliance of SE Idaho
- Regional Development Alliance
- Southern Idaho Economic Development
- Partners for Prosperity
- Office of Senator Mike Crapo

ACKNOWLEDGEMENTS

The success of the Driggs Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the Home Team, participating in a listening session or other conversation with the visiting team during the review, or completing a survey. Special thanks to the staff at the Driggs Senior Center for providing excellent meals and allowing use of their wonderful facility throughout the Review. We are particularly grateful to Mayor Dan Powers and Community Development Director Doug Self for their assistance and leadership.

Finally, the Visiting Team appreciates the offices, businesses, individuals, and agencies below for providing meeting space, meals, transportation, equipment, and time to the project.

Sue Cicero
Seniors West of the Tetons
Pines Motel
Juanita Flores
START Bus
TWR Grill
Community Foundation of Teton Valley
Rotary Club
Tetonia Mayor Gloria Hoopes & Council
Victor Mayor Zach Smith & Council
Teton County Commissioners
Teton School District
Superintendent Monte Woolstenhulme
Sheriff Tony Liford

LDS Driggs Stake
Bret Cooke
Teton Arts Council
Teton Valley Museum
Teton Aviation
Grand Targhee Resort
Huntsman Springs Resort
TwentyTwo Designs
Heron Glass
Ricks
Local Vocals
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Driggs Public Works Staff

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*Names in **BOLD** denote focus area leaders.

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Civic Life and Community Involvement

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Leslie Huddleston	Office of U.S. Senator Mike Crapo
Sonia Martinez	Partners for Prosperity
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Lori Porreca	U.S. Highway Administration

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Mike Field	Idaho Rural Partnership
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*Names in **BOLD** denote focus area leaders.

I Dig Driggs

Music and lyrics by Michelle Coleman
Idaho Commission of the Arts and member of
Driggs Community Review Visiting Team

Michelle and fellow team member David Pennock performed 'I Dig Driggs'
at the community meeting held on September 13, 2012.

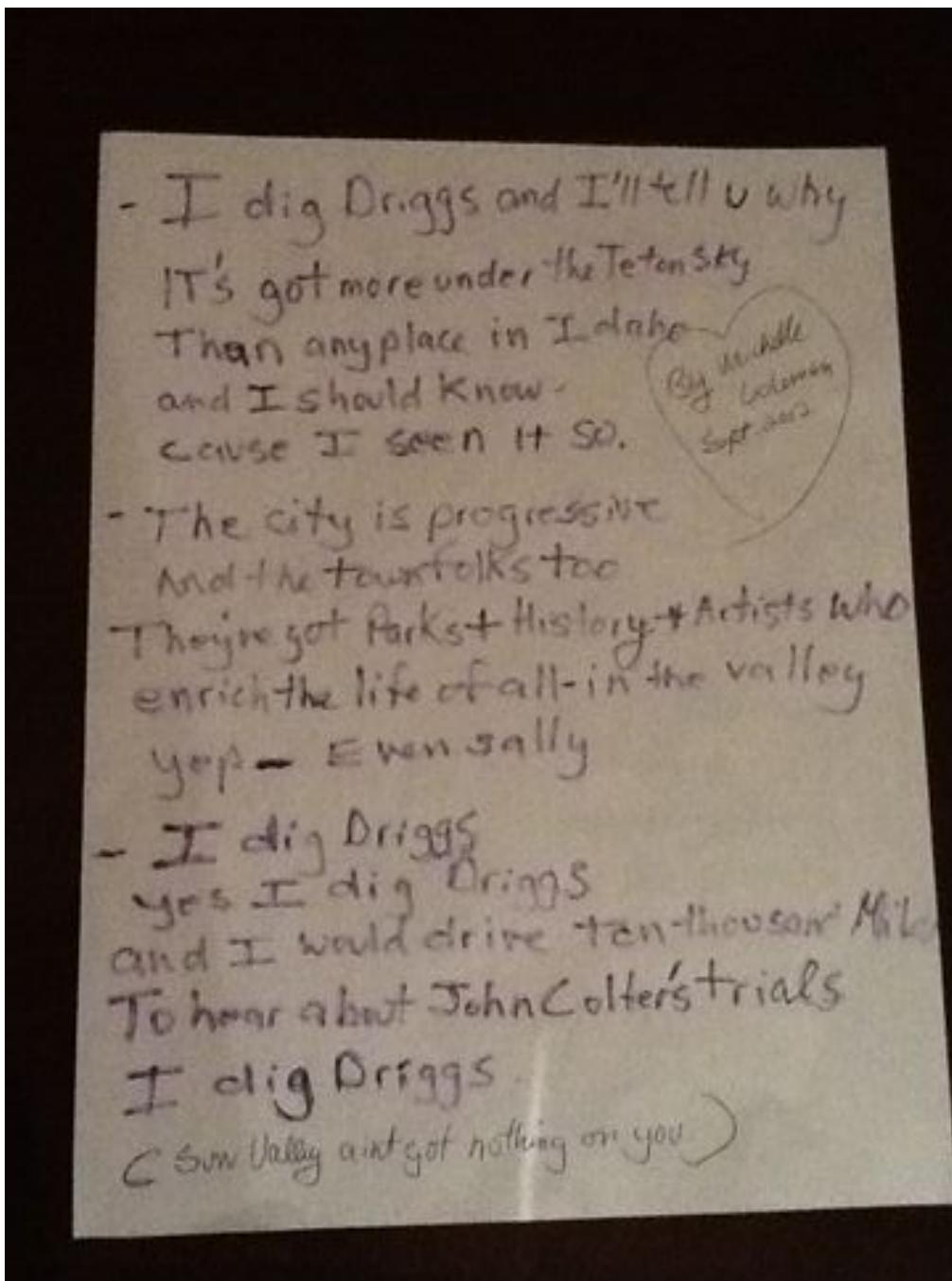


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PART I BACKGROUND AND OVERVIEW

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.

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. The review process also includes open-ended, focus group-like discussions with key stakeholder groups called community listening sessions. Appendix A contains biographies and contact information for the Driggs Community Review visiting team.



The visiting team spends three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concludes 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 25 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have successfully 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 activities.

Coordinated by the Idaho Rural Partnership, the Driggs Community Review was a collaborative project of IRP member organizations and agencies, the City of Driggs, Region IV Development Association, Inc., and USDA Rural Development. The visiting team was asked to focus on Driggs in the context of community and economic development issues and opportunities in Teton Valley as a whole.

Purpose, Use, and Format of this Report

This report is presented to the community residents and leaders of the City of Driggs. The visiting team hopes it will initiate and focus community dialogue and 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 II of this document consists of a summary of the community listening sessions and a report for each of the three selected focus areas. In Part III we offer a fourth focus area for the community's consideration. Each focus area report includes the following sections.

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 might not have the opportunity to share with community leaders.

Opportunity Areas

Opportunity areas are the three to four areas identified for special attention by the visiting team. These opportunities are developed using all community input gathered before and during the review.

Recommendations

Each opportunity area includes a set of 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.

Executive Summary

This report provides detailed recommendations and resources for the following opportunities identified by the visiting team, by focus area:

Economic Development

Opportunity Area 1: Creating a positive business environment.

Opportunity Area 2: Creating a more stable year round economy through diversification.

Opportunity Area 3: Continue investing in the downtown business district.

Opportunity Area 4: Developing a valleywide marketing strategy, brand, and wayfinding system.

Art, Historic, and Recreation Resources

Opportunity Area 1: Increasing capacity within and between arts and other community organizations.

Opportunity Area 2: Integrating the arts, history, and recreation into all aspects of community and economic development.



Opportunity Area 3: Getting a handle on the community's need for new park and recreation programs and capital improvements.

Civic Life and Community Involvement

Opportunity Area 1: Building social capital and continuing to collaborate and coordinate as a region.

Opportunity Area 2: Informing and engaging the entire community.

Opportunity Area 3: Develop places that bring the community together.

A Fourth Focus Area

In Part III, the visiting team offers additional ideas under a fourth focus area we call “Building a Culture of Cooperation and Collaboration.” It is relevant to the other three focus areas. One team member summarized the fourth focus area this way:

“The opportunities are endless. Only the lack of unity in the community will hold them back.”

Pre-Review Planning and Training

The City of Driggs submitted a community review application to the Idaho Rural Partnership in February 2012. This application is found in Appendix B. In July 2012 the IRP Community Review Planning Committee and home team leaders began bi-weekly planning meetings via conference call. Developing a pre-review community survey of households in the City of Driggs was the group’s first order of business.

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

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

In addition to the focus areas, visiting team members conducted a series of community listening sessions: small, focus group-like interviews with specific stakeholders.

Home Team Training

On Thursday, August 23, 2012, available members of the home and visiting teams met in the council chambers at Driggs City Hall for a 2.5-hour training and orientation session. Approximately 15 people attended the session (about ten home team and five visiting team members). It allowed participating members of both teams to meet each other, understand the purpose of the community review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

Monetary Value and Costs Paid by the City of Driggs

The in-kind value of the Driggs Community Review exceeded \$50,000. Imagine the cost of hiring 18 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. These contributions are supplemented with private sector donations.

As with other community reviews, the direct costs to the City of Driggs were limited to postage and copying for the pre-review community survey, and food and transportation for the visiting and home team during the review.

Recent Community and Economic Development Efforts

Driggs leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts in the community and in Teton Valley generally. These efforts consist of capital improvement projects, organizational development efforts, and initiatives related to planning or policy. They are described in the City's community review application and/or were discussed during the review itself. The following summary is not intended to be all-inclusive.

Recent and Ongoing Capital Projects

- Main Street/Highway 33 reconstruction covering 2.5 blocks and featuring wider sidewalks, street trees, street furniture, lampposts, etc. Additional phases are planned.
- While not a capital project, the first annual valleywide Great Snow Fest (and related snow sculpture competition) in January 2012 proved to be highly successful.
- Plans are moving forward to construct the Teton Scenic Byway Visitors Center in downtown Driggs. It will be located within the City Center Building. When completed, the Visitor's Center will provide 24-hour restrooms, interpretive displays, art, and visitor information.
- The City has completed several trail and pathway projects, including the North-South Pathway that connects schools, parks, and other destinations. In total, Driggs has 20,000 feet of asphalted paths and 8,000 feet of unpaved trails. In this area, you are a model for many Idaho communities.
- The City has supported the continued improvement of the 5th Street Skate Park
- The City has leased a gravel lot in the downtown area for public events and land adjacent to Teton High School to create the Driggs Nordic Track.



Planning, Policy, and Organizational Development Initiatives

- The City is part of a new steering committee completing work on a countywide economic development strategic plan.
- The City has updated its Retail Gap Analysis to identify retail opportunities in the community.
- The City has been working with the E-Center based at BYU-Idaho to identify opportunities to attract e-commerce, telecommuters, and specialty outdoor gear manufacturers.
- The City continues to support the Teton Valley Business Development Center by, for example, submitting a 2012 Gem Grant application to bring fiber optic Internet service to the facility and surrounding properties.
- At the time of the community review, the City was in the process of establishing the position of Community Development Director and hiring a new Planning and Zoning Administrator. The new position will allow greater focus on projects that facilitate business creation, retention, expansion, and recruitment.
- The City is also in the process of developing form-based development standards to encourage new development and re-development to better fit into the existing character of surrounding neighborhoods and properties.
- Teton County was in the process of adopting a new comprehensive plan at the time of the community review.
- The City supported the re-forming of the Downtown Driggs Community Association. Projects spearheaded by the DDCA include the installation of street banners and the downtown “art box competition”, which involved the painting of 10 utility boxes by area artists.



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 Driggs Community Review are described below. 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. 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 creation of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews. The Driggs home team asked the visiting team to provide feedback regarding the following aspects of local economic development:

A review of how the city rates as a business ready community

- Is information for new businesses (from opportunities to permitting) readily available and adequate?
- Is there adequate assistance available for new or expanding businesses?
- Are permitting processes fair and clear?

A review of the City's friendliness to visitors

- Is information available (pre-trip and within the community) to visitors?
- Can visitors easily find needed services and recreational facilities?
- Are needed services available and accessible?
- What are the positive and negative aspects of the visitor's experience?
- What is the quality of interaction with retail employees?
- What are the main reasons a visitor would want to return or not return?
- It is believed Driggs and the Teton Valley as a whole do a good job of marketing the valley as a tourist destination; the community wants to know how it can improve the usability and attractiveness of downtown from the perspective of visitors.

Creating a more vibrant downtown

- Desire to fill empty store fronts on Main Street
- Encouraging small manufacturing
- Increasing economic diversification
- Creating 'year-round' community and economy

Arts, Historic, and Recreation Resources

Art and recreation are two of the primary 'quality of life' attributes that attract new residents and businesses to Driggs. Similarly, preservation of historic structures and other elements of the area's history help define a sense of place that adds to the attractiveness of Driggs. While the City has done much to embrace these attributes, the home team asked the visiting team for help identifying opportunities for improvement and uncovering new ideas. Specific questions asked by the home team in the context of arts, historic, and recreation resources included:

- Should the Teton Valley Museum move to downtown Driggs?
- Should the community invest in new park facilities (e.g. new ball diamonds, outdoor pool, etc.)?

- What is the best use of the northern one-half of the existing City Center Building? (E.g., continue to develop it as a recreation center or convert it to performing arts center/convention center or other public facility).
- Should the existing arts center be moved to downtown or should a second facility be created?
- What are recommended elements of a future Scenic Byway Center Plaza that would address art, history, and recreation?
- What are other opportunities for public art?
- What historic interpretation opportunities should be developed for visitors?
- Should Driggs create more events centered on music?

Civic Life and Community Involvement

The third and final focus area for the Driggs Community Review is about strengthening the activities, institutions, and values that make up the community's civic culture. This culture includes, for example, communication between city leadership and residents. At present, a quarterly newsletter, the Teton Valley News, and the City's website are used to convey information to residents. Civic culture also includes leadership development, citizen participation, tone of civic discourse, relationships between stakeholder groups, and collaboration between organizations within the community and with other communities and regional organizations in the Teton Valley.

The visiting team was asked to look at and respond to the following issues related to the Civic Life and Community Involvement focus area:

- Compared to other rural communities, how does Driggs rate for community involvement?
- Does the City communicate with some groups or populations better than others?
- Are there adequate opportunities for residents to become involved in the community?
- How can we best develop social media?
- How can we better reach out to and encourage our youth as future leaders?
- Is the information on these opportunities adequately presented/available?
- What opportunities are missing?
- What types of organizations are missing?
- What is the mood of residents with regards to volunteering in the community?
- How can the City and community groups better engage the residents and encourage community involvement, volunteer activities, and participation in events.

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 Driggs to share their ideas, experiences, and perceptions regardless of whether or not they had direct contact with the visiting team. The additional information provided by the survey gives the visiting team statistically reliable information they can compare with input gathered through public meetings and face-to-face conversations conducted during the review itself.

The survey of Driggs households was coordinated jointly by visiting and home team leaders using the Idaho Department of Commerce's access to www.surveymonkey.com. Survey questions were developed in July 2012 and covered subjects including infrastructure and other public services, employment opportunities and types of businesses in the community, and public participation in government.



A total of 626 surveys were mailed from the Idaho Rural Partnership office. Each envelope contained both English and Spanish versions of the survey. They also included a stamped and addressed reply envelope. The 123 completed and returned surveys were inputted one at a time into the www.surveymonkey.com survey tool. This represents a very good response rate of 20%. Because all Driggs households received a survey, the results are statistically valid and representative. Unless otherwise noted, the summary of survey results below focus on

responses from Driggs residents who received a survey in the mail. People living part- or full-time in Driggs or Teton County completed an additional 80 surveys online. A detailed accounting of survey results is included as Appendix C.

Summary of Survey Results

Demographically, nearly all survey respondents (91%) live in the community year-round. On average, survey respondents have lived in Teton County for 21 years. Relative to surveys conducted as part of past community reviews, survey respondents in Driggs were younger, with 44% falling in the 36-55 age group. The fact that young adults with busy schedules will take the time to complete a survey suggests to the visiting team that Driggs residents care deeply about the community.

Infrastructure and public services

The five infrastructure services that received the highest level of satisfaction (as measured by the percentage of residents who stated they were either “somewhat” or “highly” satisfied with the service) were:

- Quality of fire department (63 percent)
- Number of community events (61 percent)
- Quality of law enforcement (60 percent)
- Variety of community events (59 percent)
- Availability of local arts and cultural opportunities (57 percent)
- Availability of general health care (54 percent)

The five infrastructure services that received the lowest level of satisfaction (as measured by the percentage of residents who stated they were either “somewhat” or “highly” dissatisfied with the service) were:

- Affordability of high speed Internet (53 percent)
- Condition of city streets and roads (50 percent)
- Availability of library (47 percent)
- Availability of high speed Internet (44 percent)
- Availability of public transit (39 percent)

Economic development

As with most rural Idaho communities, a large number of survey respondents indicated they were “highly” or “somewhat” dissatisfied with the quality and quantity of jobs available in the community. Residents also expressed a strong desire for specific types of businesses. The five economic development-related issues that received the lowest level of satisfaction are summarized as follows:

- Availability of local jobs (63 percent)
- Quality of local jobs (62 percent)
- Availability of electronics stores (62 percent)
- Availability of bookstores (60 percent)
- Availability of higher education opportunities (60 percent)

The survey found that a large number of Driggs residents are highly or somewhat satisfied with the following five factors or qualities related to economic development.

- Appearance of downtown public spaces (67 percent)
- Quality of neighborhoods (45 percent)
- Quality of visitor lodging options (43 percent)
- Level of business involvement in the community (39 percent)
- Appearance of downtown commercial properties (37 percent)

Civic Culture

Responses to questions about trust in government, communication with the City, and participation in the affairs of the community were mixed, making it difficult to draw definitive conclusions. A large percentage of respondents (51%) indicated they “find it easy to communicate with the City.” Similarly, 48% of respondents said they “would like to be more involved in decisions affecting the community.” Of the questions in this section of the survey, responses were mixed and inconclusive with regard to trust in the City Council, the extent to which City Council decisions are perceived to be contrary to the wishes of the community, and the amount of information received from the City.

Key Participating Individuals

The success of the Driggs Community Review is due to the efforts of many people. The visiting team wishes to thank all 21 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 residents of Driggs and surrounding communities 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

Doug Self, Community Development Director for the City, served as home team coordinator. His responsibilities included facilitating creation of the home team and the community review master schedule. Also crucial was the leadership and active participation of Driggs Mayor Dan Powers.

The expertise of the three focus area leaders for the home team played an important role in developing the itinerary for their respective areas and arranging related site visits and conversations. Focus area leaders for the Driggs Community Review are identified below.

Home Team Focus Area Leaders

Hyrum Johnson	Economic Development
Linda Lopez	Arts, Historic, and Recreation Resources
Dan Powers	Civic Life and Community Involvement

Visiting Team Leadership

The visiting team was comprised of 17 community and economic development professionals 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.



Visiting team members, left to right: Jon Barrett, Lorie Higgins, Sonia Martinez, David Pennock, Brian Dale, Tim Solomon, Julia Oxarango-Ingram, Dale Lish, Christine Jarski, Leslie Huddleston, Kathy Ray, Michelle Coleman, Cathy Bourner (in yellow shirt), Terry Butikofer, Erik Kingston, Mike Field. Not pictured: Will Jenson and Lori Porreca.

The following people served as visiting team focus area leaders.

Visiting Team Focus Area Leaders

Christine Jarski, Idaho Department of Commerce
Cathy Bourner, Div. of Tourism, Dept. of Commerce
Brian Dale, U.S. Dept. of Housing & Urban Development
Lorie Higgins, University of Idaho Extension
Erik Kingston, Idaho Housing and Finance Association

Economic Development
Arts, Historic, & Recreation Resources
Civic Life & Community Involvement
Listening Sessions
Listening Sessions

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

Known as the ad-hoc committee, the following individuals began meeting in July 2012 to coordinate review planning and recruit people to the visiting team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

Visiting Team Ad-Hoc Planning Committee

Jon Barrett	Clearstory Studios
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lorie Higgins	University of Idaho Extension
Jerry Miller	Idaho Department of Commerce
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 and detailed itinerary for each focus area. This schedule and itinerary are attached as Appendix D.

The review officially began at 3:30 pm, Tuesday, September 11 with the home team listening session.

Listening sessions are described in detail on page 16. The visiting and home team members then toured the Driggs and Alta communities by bus before arriving back at the Senior Center for dinner. The meal was followed by a larger community meeting from 7:00-9:00 pm. The

community 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 four focus areas.

Wednesday, September 12 began with breakfast at the Senior Center, where former Driggs Mayor Louis Christensen offered a presentation on the history of the community.

The review schedule also included a presentation followed by discussion about community infrastructure issues during Wednesday breakfast.

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



Economic Development

- Presentations on economic development history and current strategies, major economic sectors, emerging industries, and recent and ongoing planning initiatives related to downtown and other areas.
- Downtown walking tour to review architectural character, recent capital improvements, opportunities for reuse and redevelopment, Chamber and Teton Valley Business Development Center offices, and former Teton County Courthouse.
- Meeting with Teton Valley Marketing Alliance and Grand Targhee representatives.
- Driving tour to visit Huntsman Springs, existing and potential industrial uses, Valley Centre, and development at the south and north ends of Driggs.

Arts, Historic, and Recreation Resources

- Driving tour. Stops included the following:
 - Teton Arts Council building
 - Warbirds Airplane Museum
 - Teton Valley Museum
 - Valley Centre Park
 - Pathways, existing and future
 - Huntsman Springs Parks
 - Old Seminary building
 - Heron Glass building
 - Greg Creamer Music Studio
 - 5th Street Park/Skate Park
- Walking tour. Stops included the following amenities:
 - City Center building (potential site of recreation and/or performing arts venue)
 - City Center Plaza
 - Painted utility boxes
 - Local Yokels
 - North-South Pathway and parks
 - Old courthouse
 - Colter building
 - Ricks
 - Alpine Wines
 - Corner Drug

Civic Life and Community Involvement

- Meet at Senior Center with Teton Valley nonprofit leaders.
- Combination driving and walking tour to visit the following:
 - Family Safety Network
 - Rotary Food Bank
 - Hospital
 - LDS Stakehouse
 - Community Bible Church
 - Teton Valley School District
- Meet with Rotary Club
- Roundtable discussion on civic discourse with community representatives. This session including stakeholders from business, elected officials, conservation, farming, and ranching.
- Discussion with Teton Valley elected officials about public participation, leadership development, and intergovernmental communication and cooperation.

Publicity and Public Participation

Several efforts were made to make Driggs residents aware of opportunities to participate in the community review. The community survey mailed in early August 2012 included a cover letter signed by Mayor Powers. This letter announced the community review and encouraged participation. A news article about the survey and community review also appeared in the August 23, 2012 *Teton Valley News* (see Appendix E). Information about the review was also communicated through social media, City of Driggs website, publicity in the *Valley Citizen* weekly newspaper, and email distributed by the City and Chamber of Commerce.



Community participation in the review compared favorably with other communities hosting reviews. Approximately 50 people attended the community meeting on Tuesday, September 11 and about the same number came to the final presentations on Thursday, September 13. These totals included 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.

PART II FOCUS AREA REPORTS

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 Driggs Community Review included listening sessions with the following seven stakeholder groups:

- Home Team
- Merchants & Downtown Property Owners
- Teton High School (2 classes)
- Basin High School
- Working Artists
- Hispanic Residents
- Senior Citizens

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

1. What DON'T you want to see in your community over the coming 5–10 years?
2. What DO you want to see in your community over the coming 5–10 years?
3. What challenges will have to be overcome to attain your desired future?
4. What assets exist that can be used to bring about your desired future?

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

Driggs Community Review September 11 - 13, 2012

"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 and frank assessment of your experience and perception; your responses

will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

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

Listening session participants were clear about what they **don't** want to see in Driggs and other valley communities 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.



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

Loss of Heritage

Some feared a shift in focus to tourism and development threatened the history and heritage of the valley's farming and ranching traditions.

Social Divisions

Driggs' residents from all stakeholder groups sought to reduce or eliminate persistent social divisions. When asked to identify the nature of these divisions, people listed race and ethnicity, ‘city folk’ vs. ranchers, language, religion and politics, ‘old-timers’ vs. ‘newcomers’ and positions involving land use and development.

Discrimination also factored into this category. Many people specifically referenced the level of hostility in political discourse as something new and unwelcome in the valley.

Boom and Bust

This had meaning on two different levels: in one sense folks discussed the development cycle tied to periods of real estate hyperinflation/speculation; the other related to continued dependence on seasonal jobs/tourism for much of the local economy. The net effect of these cycles was to create stress at the community, commercial, household and individual levels.

Suicide rates

Without prompting from the listening team members, this topic seemed to be fresh on the minds of many participants. From teenagers in the three high school classes we interviewed to nearly all the adult participants, there was broad concern about the number and frequency of suicides in the valley. There is clearly a great deal of pain in the community and the desire to change this pattern.



Shortage or loss of recreational options

Although everyone acknowledged the many world-class opportunities for outdoor recreations (skiing, snowboarding, biking, climbing and trail riding, to name a few), many listening session attendees cited inadequate local entertainment options (pool, movies, bowling, etc.; we note some of these options do exist in Victor). One person put it simply as “loss of space,” and another specifically referenced the reliance of many recreational programs on volunteers, the point being that “volunteers burn out.”

‘Dumb Growth’

We heard concerns from several groups about so-called “zombie subdivisions” (described as ‘dead...just not aware they’re dead.’) that have appeared on the Teton Valley landscape in the past decade. Participants blamed the boom and bust mentality of the early 2000s, along with lax regulation and planning and lower land costs (when compared to the Wyoming side of the border).

Almost no one wants to see unplanned growth or growth that saps more energy and resources from the community than it offers in the long run. Many people used the term “irresponsible development,” and some referred specifically to “another building boom.”

On the flip side, we did have an individual who didn’t want to see “too much regulation, building restrictions...[or] restrictive design standards.” Another wanted simultaneously to avoid both “high-density housing” and “loss of open space and

wildlife habitat.” And finally someone shared a fear of “oppressive city government, over planning” and “ghettos/smart growth/housing clusters.”

Big-Box Stores (like Wal-Mart)

Residents don’t want to see outside chain retail overtake local businesses. Folks were leery of outside corporate ownership that siphons a portion of every dollar out of the local economy, rather than having each dollar circulate locally.

Unemployment/underemployment

We heard this from several different audiences. It is a concern to individuals and families, but also to local business owners and service providers.

Loss of Scenic Corridor

As in other areas, respondents cited unregulated or poorly planned commercial or other development as the chief threats to the valley’s scenic assets. Air and water pollution were also mentioned as threats to the quality and character of the valley.

Vacant Downtown Businesses

This item seems related to the above concern. Participants worried about the future of the downtown commercial district and local economy if more businesses closed their doors. Some cited poor communication and coordination among the parties involved in promoting and regulating business and infrastructure and the loss of retail business to larger regional stores. We did hear some distress about an apparent disconnect between Grand Targhee and Driggs; specifically, some argued that visitors to the resort had few options to patronize local retail, dining and entertainment options. Finally, we heard locals recognize the need to spend more of their income locally when possible.

Missing Vision

We heard the perception that some stakeholders couldn’t (or wouldn’t) “see the forest for the trees.” Respondents didn’t want a future in which key residents or groups were unable/unwilling to look beyond personal silos to a broader picture of a healthy and vibrant valley economy. Others don’t want a future without at least some shared vision among community members.

Random ‘Don’t Wants’

“Racial profiling and other forms of discrimination”

“Hippies and their dogs”

“More drug abuse than there already is”

“Don’t want to lose small-town feel”

“More rich people building houses that don’t get used”

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

The word cloud below visually represents how residents answered this question. Again, the size of the text correlates to the number of times the response came up during the listening sessions.



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

More Jobs, Businesses and Downtown Vitality

People would like to see a downtown that's vibrant – more small businesses with extended hours, good lighting, walkability, more for youth to do, a coherence in look and feel and more public art. There are good things happening downtown already, but there is a feeling of disconnected parts. Many properties need to be improved while keeping rents affordable and accessibility is an issue (have to step up into many downtown businesses). Though a branding expert has visited the community more than once, there is still no coherent branding of Driggs and the valley. There is a perception that this is a critical step that needs to occur before any other major planning. A thriving year-round Grand Targhee would help stabilize the local economy.

Related to the branding issue, ideas to incorporate included the arts, local foods/cuisine/agriculture, western culture (rodeo), landscape, and outdoor recreation. Making better use of local assets was mentioned many times. Branding is a way to focus such efforts.

Community Cohesion

Many listening session participants spoke of the need for people and groups to work together better. Just as the downtown has a “disconnected parts” feeling, so does the social fabric of the community. Mentioned in particular was the perception that there is a separate LDS community. Many in the community feel there are parallel communities (LDS, non-LDS, Hispanic, Anglo and old timer, newcomer). We also heard there are many groups working on different things, but often in an uncoordinated and piecemeal manner. Thus, there is a need for more communication, coordination and follow-through (e.g., branding).

A Hispanic Resource Center like the one in Jackson Hole was discussed at the Spanish-speaking listening session. Many of the comments at the listening session related to a lack of access to programs and resources, but it turns out what is most lacking is an awareness of how to access programs that do exist. An HRC could help with service delivery, English and Spanish classes, adult education and bilingual program development and delivery, providing a platform for fostering multicultural community development.

Miscellaneous Desires

Fairground bleachers, flush toilets in the park, a community gathering space, flexible (and more) liquor licenses, more communication with federal land agencies, and 24-hour recycling were among other ideas shared in listening sessions.

Youth-Centric Issues

People would like to see more investment in youth and education. Kids need more to do and, especially in winter, need to have more outside activities to reduce the risk of Seasonal Affective Disorder – something to which the kids attributed depression and suicides. Jobs for kids and more activities topped the Want List. Specific ideas included the following (order does not imply magnitude of interest):



- Movie theater
- Recreation center
- Family-friendly dancing
- Puppet shows / community theater
- Indoor swimming pool
- Expanded rodeo, indoor rodeo and free access for youth

- Skating rink
- Go-cart course
- Paintball facility
- Soccer fields
- Dance studio
- Bowling Alley
- Recreation-friendly community
- More events like the Tin Cup Challenge

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

Participants mentioned several challenges that will have to be overcome in order to obtain the desired future. The word cloud below summarizes the responses of listening session members. Larger text identifies the responses given most often.



Brain Drain and Zombie Subdivisions

These two don't really go together as a category, but they make a heck of a title! While many of the goods and services consumed by locals, part-timers and visitors are purchased outside the community, graduating young people are drawn to the more popular Jackson Hole, or cities south and east of Driggs for employment. The "zombie" subdivisions that contain streets, sidewalks and other infrastructure, but no homes, contribute to a look and feel of decline in the community. The visiting team understands why community and business leaders are actively working to discourage use of this term.

It is both a problem to be addressed in the short term and a cautionary tale for future development planning. The amenities of the valley and proximity to Grand Targhee and Jackson Hole make another real estate boom likely in the future. Real estate development impacts the landscape in many ways and one problem is weeds. Being in such close proximity to farmland and wildland puts nature and agriculture in jeopardy.

Geographic and Economic Isolation

Many participants feel that being just far enough from Jackson, Idaho Falls, and other more populous and prosperous areas limits existing and prospective business owners' access to capital. Meanwhile, wealth — like brainpower —drains into Wyoming, Idaho Falls, and even Utah from the valley. This isolation also leads to high retail prices, which exacerbates the problem.

Wear and Tear in the Valley's Social Fabric

Competition is good, except when it isn't. We heard many times about a competitive mindset in the valley: between Driggs and Victor, between Driggs and the resort, and among many other interest groups. In some cases it was this **focus** on conflict that people found unproductive as they worked to create a coherent brand. The valley contains many potential assets mixed with challenges: wealthy absentee homeowners, part-timers, absentee landlords, a large Hispanic population, isolation, numerous non-profit and advocacy groups (but little coordination between them), a large LDS community, long-time residents who have traditional rural values and many newer residents who generally have less conservative values.

We heard from youth who they feel a great deal of pressure to succeed or to BE one thing and not another. Some youth attributed the high level of depression and suicide attempts to this perceived external burden. Others added that the long, cold winters and lack of support or treatment may also contributing factors.

We also heard concerns about “a small number of people...influencing our community with propaganda and untruths.”

What assets exist that support the future you DO want?

The following word cloud visually represents the community assets residents named most often. The folks we encountered seemed to appreciate the people, places and natural resource assets; words used often in this context were “passion,” “commitment,” and “caring.”



Though the incredibly large number of assets identified by listening session participants can be categorized in a number of ways, we thought they fell into three general categories: PEOPLE (individuals, groups and social relationships), PLACES (natural and built) and ORGANIZATIONS (businesses, governments, programs). These assets are your toolbox for change – building on and from them is the key to success.

People

Doug Self was actually named by several individuals as an asset for the community and valley. “Friendly people” was a frequently named asset. Residents with resources (angel investors), creative class and a strong sense of community were also common themes. But beyond mere niceness, we understand the valley boasts some world-class artists, athletes and musicians.

In another tack, we often heard hard-working and skilled residents are a clear asset for businesses looking to locate or expand. The new downtown infrastructure and coalition working on economic development were seen as assets. Students and other stakeholders identified teachers as assets. The teachers we encountered were first-class and a credit to their profession and community. It seems evident that a generous volunteer spirit exists throughout the valley on a number of levels.

We were extremely impressed with the students interviewed, and with their teachers. A standout was teacher Rose Hendricks, whose Government classes showed an active interest and engagement with social, economic and community issues. Their behavior reflected well on their teacher, school and communities.

Places

Although we expected to hear about the natural setting and resources, we were impressed by the number of locals who referenced “this wonderful valley” and its “excellent outdoor recreation opportunities.” Along with local agriculture, simple living, peace and quiet, and a small-town sense of safety, these qualities were viewed as prime assets for locals and visitors alike. Many appreciate a strong sense of community, farmland, abundant water, timber and scenic beauty. School buildings were also mentioned, along with the new Civic and Senior Center. We heard about unused or underutilized land in and around Driggs that has the potential to meet some of the needs expressed by residents.

Organizations

Smart, thoughtful decision makers working together, transportation (although mixed), and Grand Targhee Resort were seen as assets by some, along with the local chamber, 4-H, school district, Rotary club, churches, government agencies (including city council) and the business development group. One person specifically referenced the valley’s “spiritual community – more diverse than you’d think,” and the Senior Center Chef (we love her too!). Most of the folks we encountered (with one or two exceptions) viewed city government and local nonprofits as genuinely concerned with maintaining the valley’s quality of life and creating a strong local economy and business climate.

Everyone seems to appreciate the organizations, businesses and individuals behind community fundraising efforts such as the rodeo, Music on Main, and the Tin Cup Challenge. The Huntsman family was mentioned several times as a supporter of many community efforts, particularly when it comes to youth.

It should be noted that an exception to this was expressed by some in the Hispanic session. The social, cultural, and language divisions seem to result in a segment of the valley’s residents feeling excluded or removed from some of the assets enjoyed by the English-speaking community.

Volunteer army

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 some people are interested in many community issues, while others will have narrower interests. 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.

Recommendations

Invite University of Idaho Extension to implement its “Community Coaching for Grassroots Action” program AS ONE OF THE FIRST STEPS OF IMPLEMENTING ANY OF THE COMMUNITY REVIEW RECOMMENDATIONS. Through this program you can develop a shared community vision representing diverse perspectives, establish diverse teams to focus on elements of the community vision, and create fair, inclusive, positive, strength-based steering committees and action teams to implement the vision. A brochure describing the program is included in Appendix K. Contact Dr. Lorie Higgins, University of Idaho Extension Community Development Specialist for more information:

<http://cd.extension.uidaho.edu/leadership/>, 208.669.1480 or higgins@uidaho.edu.

Economic Development

Community Concerns and Comments

The pre-review community survey, Tuesday night community meeting, one-on-one and small group conversations, and listening sessions provided Driggs residents with multiple opportunities to express their concerns and comments about each of the three focus areas. With regard to job creation and other aspects of economic development, the following subjects came up most often.

Lots of love for downtown

Downtown Driggs is a source of pride and appreciation among residents. The visiting team heard people describe their support for both the private (new and reused buildings) and public (e.g. Main Street, City Center Building and Plaza) improvements that have been accomplished in recent years. We also heard favorable comments about extending the streetscape project. There is also considerable interest in making better use of the downtown area for community events, particularly now that Music on Main is in Victor. “Lots of people walking around” is one way to express the vision many residents have for downtown.



There are also a few concerns about downtown. Dismay about vacant storefronts and a desire to see them filled was voiced by many people. The visiting team also heard the opinion that locally owned businesses on Main Street and elsewhere in town are not supported by residents as much as they could be.

Barriers to starting a business

Many of the conversations on the subject of economic development revolved around creating a more business friendly environment. Barriers to starting a new business came up in numerous settings during the community review. When asked for examples, inconsistent rules and regulations related to establishing a business and lack of access to financing were mentioned most often. Related barriers included the high cost of renting commercial space.

Finding one's way through the community and valley

Leaders and others involved in economic development in Teton County communities perceive they are doing a decent job of marketing to visitors to get them to the Teton Valley. They see room for considerable improvement, however, in efforts to make sure visitors have the wayfinding directions, services, and amenities they need and want once they arrive. It was also noted that, despite past initiatives to create one,

there is not currently a single countywide brand or image that would unify such efforts. On a related note, ambivalence and a “love/hate” relationship with tourists and tourism was also mentioned by some people. This ambivalence can have a negative effect on customer service and when locals have random conversations with visitors.

Economic diversification

As is the case in many communities in rural Idaho, residents and leaders of Driggs are generally not satisfied with the quality and quantity of job opportunities. The visiting team recorded a strong desire for a more diverse local economy that provides stable employment year round. Developing opportunities in value-added agriculture, agri-tourism, telecommuting via information and communication technology, and outdoor recreation product manufacturing were all cited as examples that would increase economic diversification. It is perceived the Teton Valley has attributes and assets that make it an attractive location for such economic activities. Indeed, there are some existing businesses focusing on them. With respect to agribusiness, some people told us they see a need for a commercial kitchen for food processing and packaging.

Perceptions and experiences with labor force mixed

Comments and concerns about the local labor force covered several issues. Some business owners told the visiting team they have a hard time filling job vacancies with qualified people. Depending on the job, applicants sometimes lack basic, job readiness, and customer service skills. Experiences with a less than desirable work ethic were also mentioned.

At the same time, we heard numerous people talk about the high educational level of people in the valley. We were also informed there is a lot of creativity and talent in the valley and that a lot of people are motivated to do what it takes to stay here to enjoy the area’s high quality of life. Overall, we noted strong interest in additional professional technical and other educational opportunities for adults.

Countywide leadership and coordination in the context of economic development

Driggs citizens we spoke with endorse and encourage a more coordinated, regional approach to a variety of important issues, but especially in the area of economic development. The establishment of the countywide economic development steering committee, the City’s decision to create the position of Community Development Director, and the collaboration between the Teton Valley Chamber of Commerce, and the Teton Valley Business Development Center, as well as the Teton Valley Community Foundation all suggest business and political leaders have been moving

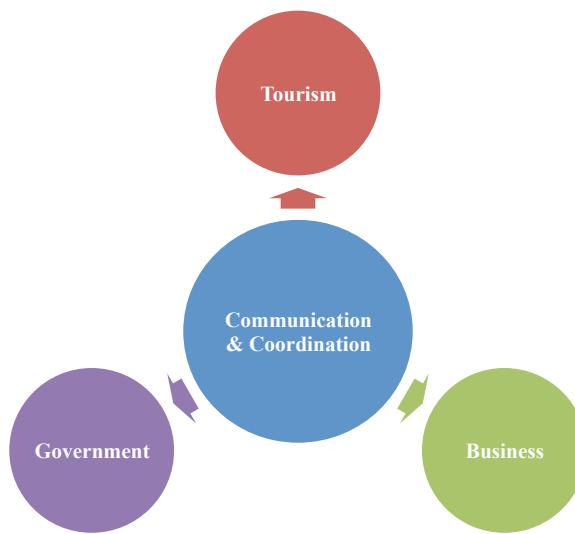
in this direction for several years. “Keep it up!” seems to be the sentiment of many residents. It’s possible a significant number of people are not aware of these efforts.

Opportunities, Recommendations, and Resources

It is the visiting team’s view that economic development must be considered in the broadest terms possible. This view includes business retention and expansion, business attraction, downtown development, infrastructure development, transportation, medical/healthcare, arts & culture, etc. Economic development is most commonly defined as “a rise in real per capita income.” Achieving the success implied in this definition means wrapping your arms around all the assets and opportunities. That said, the visiting team’s major opportunities, recommendations, and resources related to economic development are described below.

Opportunity Area 1: Creating a positive business environment

The visiting team believes there are many things the community could do to better support the creation, retention, expansion, and recruitment of businesses. The graphic below reflects the visiting team’s belief that creating a more positive business environment involves greater investment in communication and coordination between economic development stakeholders. Our recommendations also focus on lowering business costs and increasing access to financing, education and other forms of assistance.



The recommendations below are based on a premise that the City and, for that matter, the entire Teton Valley, **should focus first and foremost on supporting the retention and expansion of companies already in the community**. People already

in residence in the area are there for a reason. They understand the culture, religious diversity, weather, and unique things about the community that outsiders do not. Attracting them to the community is already accomplished. Helping them build a business is less expensive and frustrating than trying to convince a company in Southern California to leave the warm weather and beach.

Recommendations

- Leverage existing and potential assets, including:
 - Airport
 - Private investment
 - Human vibrancy and creativity
 - Location and outdoor oriented quality of life
 - Scenery and proximity to world-renowned national parks and other natural areas
- The City should review its infrastructure-related policies and anticipated capital improvement needs to make sure adequate reserve funds are being established.
- The existing economic development organizations in the valley should clarify their respective responsibilities, relationship to one another, and communication channels.
- Create a valleywide economic development professional position and apply for funding through the Idaho Department of Commerce Rural Economic Development Professional Program.
- Identify or develop an entity that invites full- and part-time residents with financial capacity to invest (not grant) in a local revolving loan/investment fund. Here are related suggestions:
 - Set an initial target of \$1 million.
 - Establish a proper structure and ensure there is an appropriate rate of return and exit strategy for the investors.
 - Make sure you have a specific amount in mind when asking investors to contribute.
 - Make sure you have a qualified manager and an exceptional application and due diligence process along with consistent follow-up.
 - Make sure you manage the fund exceptionally well with a loan committee in place to make the final funding decisions.
 - You might consider contracting with The Development Company to manage the fund.

- Consider forming an “L3C”. An L3C is a low-profit limited liability company. It is a form of business entity in the United States created to bridge the gap between non-profit and for-profit investing by providing a structure that facilitates investments in socially beneficial, for-profit ventures while simplifying compliance with Internal Revenue Service rules for program-related investments.
- Research and learn from similar “localvesting” initiatives around the country.
- Identify companies owned or managed by part- and full-time residents with an eye toward getting reduced/free pricing on products and services that support community efforts such as branding, marketing, website design, social media, engineering, architecture, etc.
- Engage retired business professionals, whether living in the valley full or part-time, in opportunities to mentor entrepreneurs.
- Develop a business model or business plan competition.
- Employers, applicable government agencies, schools, and economic development organizations should engage in an effort to clarify and prioritize workforce education needs and inventory and publicize all available resources.
- Businesses and nonprofit organizations could provide mentoring, on the job training, or internships to high school students.
- Host webinars and other educational opportunities available on-line.
- If it does not already exist through the Teton Valley Chamber of Commerce or Business Development Center or Teton Valley Chamber of Commerce’s, form a business advisory committee that serves as a sounding board for city leaders and officials. This committee could, for example work for a specified period of time to review all business-related policies and processes administered by the City and County and recommend changes. Alternatively or in addition, it could meet as needed to provide feedback on specific issues.
- Create a packet of information (printed and available on-line) that communicates all policies, requirements, and processes related to starting and operating a business in Driggs. This handbook should be bi-lingual.

- Continue pursuing the proposed downtown incubator concept.
- Work with building owners to tier rent payments.
- Look for temporary and/or public uses of currently vacant storefronts. Displaying student projects is one example.
- Train one or more key economic development professionals in the proven techniques of Business Retention and Expansion (BRE).
- Ensure available commercial and industrial properties are listed on the Gem State Prospector website administered by the Idaho Department of Commerce.

Resources

- The Idaho Department of Commerce's Rural Economic Development Professional grant program provides partial funding for full-time economic development professionals in rural communities. For information about this competitive grant process go to: <http://commerce.idaho.gov/business/rural-ed-professional-program/>.
- Department of Labor Workforce Investment Act (go to <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/wia>) and State Workforce Training Funds (go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>).
- The Workforce Training and Community Education program at the Eastern Idaho Technical College in Idaho Falls. Go to <http://tinyurl.com/c4swclx>.
- The Development Company's revolving loan fund programs, SBA loans, and Microloan programs. Go to <http://www.thedevco.net/> or call 208-356-4524.
- Local banks willing to partner with The Development Company.
- The Idaho Small Business Development Center in Idaho Falls offers a variety of opportunities to new and growing businesses. Go to: <https://www.idahosbdc.org/center.aspx?center=3070&subloc=0> or call 208- 523-1087. The Idaho SBDC offers and maintains:
 - Training and individual consulting to existing and emerging businesses
 - Idaho Small Business Solutions, a website that helps business owners identify and understand applicable regulatory requirements (<http://www.idahobizhelp.org>).
 - List of business incubators around the state. Go to <http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>

- USDA Rural Development, Community Facilities Program and Business Programs, Dale Lish, Area Director, 208-785-5840 ext. 119, dale.lish@id.usda.gov.
- 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>.
- Idaho Community Development Block Grant program. Go to
<http://commerce.idaho.gov/development-block-grants/>. Sharon Deal, 208-334-2650, ext 2137, sharon.deal@commerce.idaho.gov.
- State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to
<http://commerce.idaho.gov/assets/content/docs/IRB GUIDE 2010.doc>. Randy Shroll, 208-334-2650 ext 2124, randy.shroll@commerce.idaho.gov.
- TechHelp provides technical and professional assistance, training and information to Idaho manufacturers, processors and inventors to help them strengthen their global competitiveness through product and process improvements. Go to
<http://www.techhelp.org/index.cfm>.
- University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to
www.energizingentrepreneurs.org/site. *Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region* is one publication of interest. To read or download, go to
<http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.
- The Idaho Department of Commerce's Idaho Procurement Technical Assistance Center (PTAC) helps businesses pursue government contracting opportunities. Go to <http://www.commerce.idaho.gov/business/government-contracting.aspx>. Gary Moore, gary.moore@commerce.idaho.gov, 208.334.2470.
- 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/>. Robert Pothier, Executive Director, 208-

356-5009, r.pothier@idahoecenter.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.
- *Entrepreneurs and Their Communities*. These 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>.
- The Idaho Department of Commerce's Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Jerry Miller, jerry.miller@commerce.idaho.gov, 208-334-2470.
- 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.
- 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/.
- 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. & Region VI Small Business Development Center.
- Based at Boise State University, the Environmental Finance Center offers training assistance to help assess sustainability of utility rates and establishment of reserve funds. <http://efc.boisestate.edu/>. Dave Eberle, Executive Director, 208-426-4110, weberle@boisestate.edu.

- Gem State Prospector, Idaho Department of Commerce.
<http://gemstateprospector.com>. Jerry Miller, 208-334-2470,
jerry.miller@commerce.idaho.gov.
- Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. <http://www.rdiinc.org/>. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.
- Idaho Housing and Finance Association's Idaho Collateral Support Program establishes pledged cash collateral accounts with a lending institution to enhance loan collateral for businesses in order to obtain financing on acceptable terms. Go to <http://ihfa.org/ihfa/small-business-loan-programs.aspx>. Cory Phelps, coryp@ihfa.org, 208-331-4725.

Opportunity Area 2: Creating a more stable year round economy through diversification.

Before and during the community review, the visiting team noted a strong desire for additional businesses and employment opportunity to reduce dependence on tourism, recreation, second home development, and related services. Pursuing this opportunity will make it possible for more residents to enjoy stable, full-time employment 12 months a year. It will also create a local economy with more depth and durability, create opportunities for young people to stay in or return to the community as young adults, and attract talented, creative people prized by knowledge-based employers.



The Teton Valley and Driggs specifically offer a quality of life and demographic characteristics that appeal to knowledge-based workers who comprise what some community and economic development professionals refer to as the “creative class”. Such workers place a high priority on these qualities when looking for a place to relocate. These qualities include, for example:

- Relative to other rural Idaho communities, the population of Driggs is highly talented, educated, skilled, and culturally diverse.
- Your Internet and broadband communication infrastructure is good and continues to improve.
- Both Teton County, Idaho and Teton County, Wyoming are endowed with world-class outdoor recreation opportunities and associated public lands. Economists have found “some creative class workers may choose to forego higher urban earnings in urban areas in exchange for the quality of life found in places endowed with natural amenities. Where this occurs, it may lead to business formation and economic growth, facilitated in part by the attraction of more creative class members” (see article from Journal of Economic Geography under Resources section below).
- You have a vibrant, pedestrian-oriented downtown area offering a variety of activities and events in which residents can actively participate.

Examples of creative class occupations include scientists and engineers, university professors, health and legal professionals, technical and other writers, computer programmers, on-line content designers and writers, artists, and people working in music and entertainment. The economic function of such occupations is to create new ideas, approaches to problem solving, technology, and/or creative content. About 38.3 million Americans and 30 percent of the American workforce identify themselves with the creative class. This number has increased by more than 10 percent in the past 20 years.

Largely due to modern telecommunication technology, these individuals (and their families) can increasingly live wherever they choose. The visiting team encourages the community to continue developing and marketing the physical and cultural assets in the bulleted list above because they are a key to future economic diversification.

Recommendations

- Continue collecting and publicizing information about the kind of businesses and services people want in the community (that are currently not available).
- Continue to develop year-round and seasonal “shop local” efforts using the principles of community-based social marketing.
- Formally initiate conversation with creative class workers and employers in the community to help identify potential improvements.

- Continue working with service providers to improve broadband technology and participate in related regional and statewide efforts.
- Keep improving and marketing your recreational assets and celebrating your cultural diversity.
- Continue downtown revitalization efforts and make better use of the downtown area for events (See Opportunity Area 3, below).
- Develop partnerships with regional and statewide entities that support research, development, and innovation.
- Encourage diversification of agriculture products grown and processed in the valley for exporting outside Teton County and for direct marketing to residents and visitors (e.g., via farmer's markets).
- Explore interest and opportunities to develop agri-tourism businesses and educational facilities.
- Evaluate demand for and feasibility of developing a commercial kitchen for the purpose of processing and packaging local food.
- Support the recruitment and expansion of businesses with 5-10 employees.
- In the area of recruitment, establish the size, industry and geographic targets based on what you have vs. what is required/desired by the prospective industry(ies). The visiting team cautions against hiring an outside firm to make these decisions for you. Use local knowledge, experience, and intuition and you'll do fine.

Resources

- USDA Rural Development, Business Programs, Dale Lish, Area Director, 208-785-5840 ext. 119, dale.lish@id.usda.gov.
- Idaho TechConnect, Rick Ritter, rick.ritter@idahotechconnect.com, 208-562-3700.
- Vandal Innovation and Enterprise Works (VIEW) at the University of Idaho. Go to <http://www.uidaho.edu/view.aspx>. Michael McCollough, Director, 208-885-6478, mccollou@uidaho.edu.
- The Development Company. Go to <http://www.thedevco.net/> or call 208-356-4524.

- Idaho Tech Help 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, 208-364-4937.
- Idaho National Laboratory's Technical Assistance Program provides technical expertise to state and local government, and regional small businesses. The requesting organization can receive, at no cost to it, up to 40 hours of laboratory employee time to address technical needs that cannot readily be met by commercially available resources in the region. Go to <http://tinyurl.com/992ayxe>. Stephanie Cook, Stephanie.cook@inl.gov, 208-526-1644.
- *West is Best: How Public Lands in the West Create a Competitive Economic Advantage* is a research paper published by Headwaters Economics in November 2012. Go to <http://headwaterseconomics.org/land/west-is-best-value-of-public-lands>.
- *The Rural Growth Trifecta: Outdoor Amenities, Creative Class, and Entrepreneurial Context*, an article in the Journal of Economic Geography, May 17, 2010. Go to <http://joeg.oxfordjournals.org/content/early/2010/05/12/jeg.lbq007.full.pdf+html>.
- *Advancing Vermont's Creative Economy*, published by the Vermont Council on Culture and Innovation, September 2004. Go to http://www.ksefocus.com/vcci_report.pdf.
- Idaho communities that have developed or are in the process of developing shop or buy local projects include Boise, Nampa, Eagle, Moscow, Coeur d'Alene, Sandpoint, and Idaho Falls. The Boise project is called Think Boise First. Go to www.thinkboisefirst.org.
- 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>.
- The Idaho Department of Agriculture offers a free handbook titled *Starting a Specialty Foods Business*. To download, go to <http://agri.state.id.us/Categories/Marketing/Documents/specialtyfoodbook.pdf>.
- Farmer's markets and agri-tourism, Idaho Department of Agriculture, Lacey Menasco, lmenasco@agri.idaho.gov.
- USDA's Value Added Producer Grant program provides funding to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer and rancher cooperatives, and majority-controlled producer-based business ventures develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities. VAPG grants facilitate greater participation in emerging markets and new markets for value-added products. Go to <http://www.rurdev.usda.gov/rbs/coops/vadg.htm>.
- 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>.

- The Idaho Small Business Development Center maintains a directory of commercial incubator kitchens in Idaho. Go to <http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>.
- The Agricultural Marketing Resource Center at Iowa State University offers a vast amount of information on multi-use kitchen incubators. Go to http://www.agmrc.org/markets__industries/food/kitchen_incubators.cfm. 866-277-5567, AgMRC@iastate.edu.

Opportunity Area 3: Continue investing in the downtown central business district.

The visiting team applauds Driggs leaders and residents for your efforts to increase the vibrancy and walkability of the downtown area. The accomplishments to date and future efforts will continue to encourage private investment in the re-use and construction of commercial buildings. We also appreciate the value of the City Center Building and Plaza and encourage you to continue the strategic development of this important public asset. The visiting team's recommendations and resources related to the downtown area are summarized below.

Our recommendations encourage the community to think of the downtown as an experience as opposed to a group of miscellaneous businesses. Create the kind of downtown that gives visitors a reason to say, "Let's stop for the day" when they are passing through. Just as importantly, we hope residents in the future will say, "Let's see what's happening downtown" more often.



Recommendations

- Use the National Trust for Historic Preservation's Main Street program to evaluate the community's downtown revitalization efforts and to help prioritize next steps. See Appendix F for more information.
- Apply to Idaho's Main Street program (administered by the ID. Department of Commerce).

- Pursue the completion of the Main Street re-design/re-construction project from Wallace Avenue north to Ashley or Howard Avenue.
- Continue to pursue the completion of the City Center Building for community and recreational uses.
- Proceed with development of the City Center Plaza project. We encourage the community to view the plaza area as the physical heart of Driggs. Also, consider improvements on the east side of Main Street directly across from the plaza (and possibly within the street right-of-way) that reinforce this area as a pedestrian-oriented focal point. Examples might include public art, signage, street furniture, and traffic calming measures.
- Work with building owners on Main Street to make business entrances wheelchair accessible. Rural businesses like those in Driggs are not only at risk of Americans with Disabilities Act (ADA) complaints, they are effectively turning away potential customers. As we stand back and consider current demographic trends, there is enormous potential to raise awareness among stakeholders to promote compliance, expand retail activity, create jobs in manufacturing and construction (making and installing ramps) and generate some effective collaboration. Eventually, Driggs could eventually promote their accessibility as part of their overall marketing strategy for recreation, tourism and economic development.
- Make better use of downtown for events that appeal to both residents and visitors.

Resources

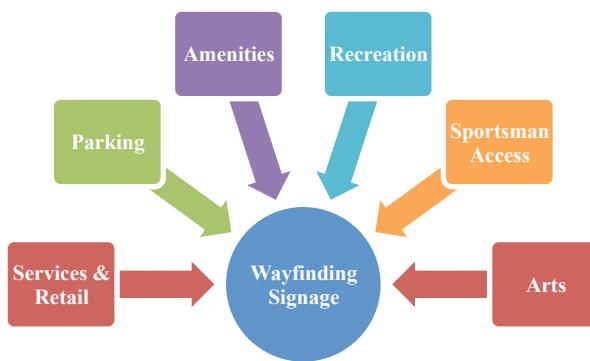
- The Development Company. Go to <http://www.thedevco.net/> or call 208-356-4524.
- Idaho Heritage Trust. <http://www.idahoheritage.org/>. Katherine Kirk, Executive Director, 208-549-1778, IHT@idahoheritage.org.
- USDA Rural Development, Community Facilities Program and Business Programs, Dale Lish, Area Director, 208-785-5840 ext. 119, dale.lish@id.usda.gov.



- The Idaho Main Street Program was under development at the time this report was written. Go to <http://commerce.idaho.gov/news/2012/06/main-street-program-launches-throughout-idaho.aspx> for a news release about the program. Gloria Mabbutt, Idaho Department of Commerce, Gloria.Mabbutt@commerce.idaho.gov, 208.334.2470.
- *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/>.
- “*Smart Towns: A Guide to Downtown Revitalization*”, Idaho Department of Commerce, 208-334-2470, www.idoc.state.id.us.
- National Trust for Historic Preservation’s Main Street Program, 202-588-6219, <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>, mainstreet@nths.org.
- Western Office National Trust for Historic Preservation, www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri.freemuth@nths.org.
- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown.
<http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.
- ‘Operation Facelift’ is a successful multi-community façade renovation project initiated by the Southern Idaho Economic Development Organization. Go to www.southernidaho.org, 208-324-7408. Here is a news article on the project: <http://tinyurl.com/3btu23h>.
- *Organizing a Successful Downtown Revitalization Program Using the Main Street Approach* is a book available through the Washington Department of Trade and Economic Development. Go to http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf.
- RampUpIdaho is a new effort being developed by a group of folks representing transportation, business, housing, government, economic development and accessibility. The group is planning to compile a list of resources and outline a simple rationale for businesses, chambers of commerce, and other groups to begin thinking more strategically and collaboratively about access. Contact info@rampupidaho.org for more information.

Opportunity Area 4: Developing a valleywide marketing strategy, brand, and wayfinding system

Visitors cannot enjoy the many activities and opportunities available in the Teton Valley if they don't know about them or cannot easily find them. The recommendations and resources below will help the community and region clarify its brand and establish a signage and printed materials that are integrated with information available on-line. Some of the information visitors should be able to easily locate through wayfinding signage and on-line tools are identified by the graphic below.



The Visiting Team encourages the community to broaden its thinking about marketing to visitors to include, for example, the arts, history, and agricultural heritage. We also wish to reinforce that visitors are looking for amenities, opportunities, and information that allow them to enjoy an *authentic* experience of Teton Valley's cultural heritage and history. **They are also looking for opportunities to be among locals -- as if they are temporary residents, whatever the duration of their stay.**

This is one area or opportunity in which valleywide coordination is critical. The visiting team sees the formation of the Teton Valley Marketing Alliance as a positive step. See Civic Life and Community Involvement focus area and Part III of this report for more information about regional cooperation and coordination.

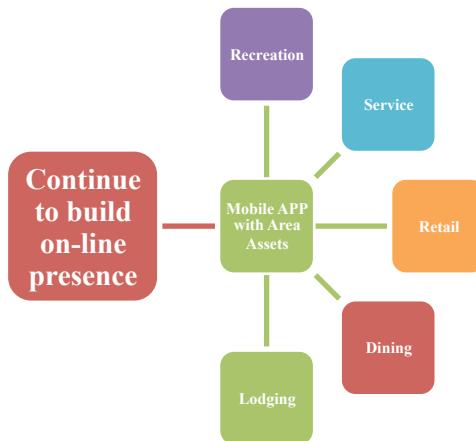
Recommendations

- Establish a Teton Valley brand and a valleywide wayfinding system that integrates the brand. Absent a clear brand the valley wants to be known for, you risk becoming known for qualities you don't choose — such as “zombie subdivisions”. Explore partnering with existing businesses on this effort, especially Huntsman Springs and Grand Targhee. The same words and images associated with the brand need to exist virtually (on-line) and physically

(throughout the Teton Valley). Additional information about community branding is found in Appendix G.

- Explore creation of an advertising co-op to reduce costs.
- Conduct a valleywide survey of visitors to learn more about their demographic characteristics, experiences in the Teton Valley, and suggestions for improvement. This survey would answer questions such as:
 - Where do visitors live?
 - How do they learn about the Teton Valley?
 - What other activities might they enjoy?
 - What can Teton Valley businesses and communities do to better serve them?
 - What do they like best about the Teton Valley?
- Develop ways for visitors to write about their experience in Driggs and the Teton Valley. Likewise, create ways for visitors and potential employers to read what residents appreciate about living in the valley.
- Marketing-related efforts should connect to and take advantage of similar efforts in Jackson so that when people are making plans to visit the Wyoming side of the Tetons, they find out about the Idaho side.
- Every conversation between a resident and visitor is an opportunity. Work with the Teton Valley Chamber and/or Teton Valley Marketing Alliance to provide customer service training for employees.
- Encourage businesses, organizations, public buildings, and visitor destinations to increase their use of “QR” codes that can be read by smartphones as a way to communicate information to visitors.
- Develop a mobile phone application or “app” (software that can be downloaded to smartphones) for the Teton Valley. This application could contain, for example, the following information:

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Resources

- *Fostering Sustainable Behavior: An Introduction to Community-based Social Marketing* by Douglas McKenzie-Mohr and Williams Smith, 1999, New Society Publishers. www.cbsm.com is a related website with a large amount of information, best practices, and networking opportunities.
- The Business Alliance for Local Living Economies (BALLE) is a non-profit organization providing assistance and support to communities working to increase their resiliency and self-sufficiency by strengthening their locally owned businesses. Go to <http://bealocalist.org/>. 360-746-0840, info@livingeconomies.org.
- *Showing the Way: An Introduction to Creating a Successful Community Wayfinding Plan* is a highly illustrated book originally created for Montana communities. To download, go to <http://tinyurl.com/7vkzxga>.
- Host a luncheon 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>.
- The Idaho Department of Commerce’s Travel Council grant program can help develop the valley’s marketing strategy and wayfinding system. Cathy Bourner, 208-334-2470, cathy.bourner@tourism.idaho.gov.
- South Central Idaho Tourism and Recreation at the College of Southern Idaho can possibly offer customer service training. Debbie Dane, 208-732-5569, ddane@csi.edu.
- USDA Rural Development, Business Programs, Dale Lish, Area Director, 208-785-5840 ext. 119, dale.lish@id.usda.gov.

Arts, Historic, and Recreation Resources

Community Concerns and Comments

The itinerary developed for the arts, historic, and recreation resources focus area provided ample opportunity to hear from a variety of people in the community on these subjects. The themes described below also incorporate comments made by residents who responded to the pre-review community survey and/or participated in one of the community listening sessions.

Increasing the visibility of the arts and history in the community

The community's working artists want to be more involved in community development projects (e.g. downtown, City Center Building and Plaza). They would like to see the arts and artists become more visible in the community. The desire is to continue recent progress in this area. The Driggs Art Walk is one example of this progress. Likewise, several folks spoke to us about wanting to see the story of the area's history visibly expressed and interpreted through, for example, public art.

Desire for more recreation and other positive outlets for youth and families

This comment or concern came up often whenever a member of the visiting team asked an individual or group of people how they would like to see Driggs improved. The visiting team heard opinions from numerous residents and leaders about the need for recreation-related facilities and programs. Several people expressed support for a swimming pool. Some talked about an indoor pool that could be used all winter; others thought an outdoor pool more appropriate. There was also strong support for an indoor community recreation center. We also heard about a perceived need for soccer fields, bleachers, and an events center at the fairgrounds.

Appreciation for what's been accomplished

Many residents expressed their appreciation for the efforts that are successfully offering opportunities related to arts, history, and recreation. Clearly, community members value these accomplishments and opportunities (in no particular order):

- Local Yokels
- Teton Valley Great Snowfest
- Plein Air Festival of Artists
- Teton Valley Recreation Association
- Teton Valley Trails and Pathways
- City Center Building and Plaza
- Downtown art box project
- Teton Art Council's kiln project

- Music on Main (regional event now based in Victor)
- Tin Cup Challenge



Projects initiated and driven by a small number of passionate people

The visiting team learned several projects related to arts, history, and recreation were initiated by just a couple people or one passionate person. We heard a concern that such projects would end if one or two key people moved away or become unable to continue their leadership role for any reason. By comparison, we rarely heard

about projects that had deep and broad community support involving many people and organizations. The Tin Cup Challenge would be one exception. For the most part, we also did not hear leaders talk about how their organization's activities are connected to an agreed upon vision developed through participatory planning and consensus building.

Opportunities, Recommendations, and Resources

Opportunity Area 1: Increasing capacity within and between arts and other community organizations

While in Driggs, the visiting team perceived that the activities and projects of some community organizations (including those focused on the arts, history, and recreation) are somewhat random and disconnected. One team member observed, "People are going in ten different directions at once." Another said, "The cohesiveness and ability of individuals and groups to work together is missing or sporadic at best." While we appreciate accomplishments initiated and driven by an individual with passion for a specific project, it is difficult to *sustain* effort, programs, or events for the long term if organizations and the community come to depend on this pattern.

No less importantly, pursuing this opportunity also includes developing more formal communication channels between organizations with respect to leadership, vision, goals, and current projects. It is hoped this communication will result in greater collaboration and coordination across the valley.

Recommendations

- Create an all inclusive, "one stop shop" source of information about organizations, government activities, projects, events, and volunteer opportunities valleywide. At a minimum, acting on this recommendation would entail creation of a website and/or Facebook page.

- The visiting team believes many of the nonprofit organizations in the community (including those focused on arts, history, and recreation) would benefit from an internal assessment and clarification of their vision, goals, program priorities, leadership, and organizational development needs. Such an assessment could be part of a full blown strategic planning process or something less formal.
- Survey arts, history, and recreation-related organizations to identify where organizations training and leadership development is needed or desired. Organize trainings in the valley on these topics and/or publicize opportunities for on-line training.

Resources

- Idaho Commission on the Arts provides assistance and grants for a variety of arts-related projects. They also support the development of arts organizations. Go to <http://www.arts.idaho.gov/>. Michelle Coleman, Community Development Director, 208-334-2119, michelle.coleman@arts.idaho.gov.
- The National Endowment for the Arts provides tools and articles on strategic planning on their website. <http://www.nea.gov/resources/Lessons/index.html>.

Opportunity Area 2: Integrating the arts, history, and recreation into all aspects of community and economic development.

The visiting team encourages the community to explore and develop the relationship between the economic development and civic life and community involvement focus areas. There is a clear recognition that recreation is a major part of the community identity and economy. We see relatively untapped potential, however, to elevate the role of arts and history as part of the valley's overall economic development strategy. For example, art and history could and should be integrated into the valleywide wayfinding system described under the economic development focus area. It should also be part of the ongoing City Center Building and Plaza capital project.

In addition, all three areas – arts, history, and recreation – can help heal the social divisions and bring the community together as described under the civic life and community involvement focus area. For example, the arts and historical interpretation can be used to both celebrate your diversity and the values, qualities, and love of place people in the Teton Valley share.

Recommendations

- Ensure artists, historians, and leaders from related organizations participate in capital improvement and community design projects.
- Engage local artists and writers in a project to develop a community encyclopedia. See Appendix H for more information.
- Involve artists and historians in a community dialogue project and in other events. See Civic Life and Community Involvement focus area for more information.



- Explore creation of a Percent for Public Art Program. This program involves setting aside 1% of the cost of eligible capital improvements for public art. At least eight Idaho communities, including Rexburg, Hailey, and Ketchum have established Percent for Public Art programs. See Appendix I for more information.

- Create an artists co-op gallery in the downtown area. Potentially, this could be a temporary use in a currently vacant commercial space.
- Explore interest in developing community theater or other types of performing art. Similarly, consider bringing in regional theatrical productions from outside the community. The visiting team heard very little about performing arts in the community (other than events featuring live music.)

Resources

- The Urban Institute publishes a free book titled *Culture and Commerce: Traditional Arts and Economic Development* that may be helpful in talking with business owners and community leaders about supporting the arts.
http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf.
- ArtPlace is an organization working to accelerate creative place making in the United States offers grants to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to make transformative impact on community vibrancy. Go to
<http://www.artplaceamerica.org/>.

- Idaho Nonprofit Center provides education and networking opportunities to nonprofit organizations on a variety of issues, including organizational development, fundraising, and collaboration. Go to www.idahononprofits.org.
- Idaho National Laboratory's Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.
- Two Degrees Northwest is a cultural tourism effort based in north central Idaho and southwest Washington coordinated by the University of Idaho Extension. <http://www.2dnw.org>. Lori Higgins, 208-885-9717, Higgins@uidaho.edu.
- The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to www.idahohumanities.org. 208-345-5346.
- Idaho State Historical Society's Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, keith.peterson@history.idaho.gov, 208.882.1540.
- Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

Opportunity Area 3: Getting a handle on the community's need for new park and recreation programs and capital improvements.

As described under "Community Comments and Concerns" above, the visiting team heard many opinions about the need for facilities and programs related to recreation. What we didn't hear about was a community or valleywide park and recreation plan or process that identifies and prioritizes recreation goals, objectives, and needed capital improvements.

Completing the north half of the City Center Building has obvious implications for recreation. We were made aware a master plan has been completed for this project that accommodates the following uses of the facility:

- Scenic Byway Visitor Center
- Recreation center
- Teen center
- Rock gym
- Gymnastics center
- Changing rooms
- Performing arts center (long term)

Recommendations

- As described under the economic development focus area, the visiting team was impressed by the City Center Building and Plaza. We encourage you to proceed with plans to improve these assets, but caution the community that several visiting team members felt the community might be trying to accommodate too many uses within the City Center Building and Plaza property. Instead, make choices about the most suitable uses and provide for other uses in other ways or locations.

As you continue to improve the City Center Building and Plaza, incorporate clear signage so that all available uses, services, information, and amenities available (including city hall) are clearly identified.

- Survey youth and parents to identify and prioritize the kinds of activities (including sports, arts, and other pastimes) they would like to see provided or expanded in the community. Also, inventory all recreation facilities and determine whether they are adequate to meet anticipated demand. Combined, this information will help the community prioritize recreation-related planning and fundraising activities.
- Continue to explore the pros and cons of establishing a countywide recreation district.

Resources

- Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences.
<http://parksandrecreation.idaho.gov.aspx>.
- Published by Transit for America, *Case Studies on Transit and Livable Communities in Rural and Small Town America* may assist with the development of the City Center Plaza and a regional transit system. <http://t4america.org/wp-content/uploads/2010/09/Livability-Transit-Rural-Case-Studies-WEB.pdf>.
- KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.
- Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to http://web.mlбcommunity.org/index.jsp?content=programs&program=baseball_to_morrow_fund.
- The U.S. Soccer Foundation awards grants on an annual basis to support both soccer programs and field-building initiatives in underserved areas nationwide. Go to <http://www.ussoccerfoundation.org/>.

- The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.
- The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.
- The Idaho Department of Parks and Recreation has grant programs for developing recreational facilities, including trails, restrooms, and related amenities. Many grants are in the \$50,000-\$150,000 range. Go to:
<http://parksandrecreation.idaho.gov/about-parks-recreation>.

Civic Life and Community Involvement

Community Concerns and Comments

In its community review application, the City of Driggs asked the visiting team to offer observations and recommendations concerning the relationship between various stakeholder groups and between residents and the City's elected officials and staff. This focus area also includes relationships between other communities and regional organizations in the Teton Valley. Driggs residents had no shortage of experiences, perceptions, and ideas to share with us on these topics.

Social and cultural divisions

The visiting team heard much discussion about the social and cultural divisions in the community and the Teton Valley. This subject also came up prominently in the community listening sessions. These divisions are most apparent during public debate and discourse when emotions are high and there is much at stake — such as at public hearings. These divisions then get played out and reinforced by the media and by word of mouth communication. They are a reflection of the cultural and social diversification of the Teton Valley that started decades ago.



Land use planning and development is one area in which this dynamic is present. According to residents and leaders we spoke with, it results in a lot of miscommunication, “bad information”, assumptions, hostility, fear, and frustration among and between people who really want to participate in civic dialogue. Other people do not participate precisely because of it.

When asked to describe how lines between these divisions tend to be drawn, the visiting team heard the following mentioned most often:

- Length of residency in the Teton Valley (E.g. contrast between people who are part of families that have lived here multiple generations and people who do not have a long-term connection to the Teton Valley.)
- Political views and values
- Religious affiliations and beliefs
- Ethnic and cultural background

Many people told the visiting team they perceive residents are growing tiresome of the reactive and “us vs. them” mentality in the valley and that there is strong interest in going about civic discourse in a different, less hostile way – a way that places as much emphasis on listening and understanding as on talking.

Issues that transcend community stakeholders

We made a point to ask Driggs and Teton Valley leaders about issues the *entire* community feels strongly about. Consensus and constructive relationship building can often be accomplished by encouraging dialogue on such issues. Below are the responses we heard most frequently:

- Outdoor recreation (defined broadly to include a variety of activities)
- Love of the land and the desire to be responsible stewards of it
- Quality of life
- Education and youth (especially in winter months)
- Food

Other issues or concerns that came up frequently and across social groups included vacant storefronts on Main Street and suicide. In addition, several people told us any time there is a need, differences are put aside and everyone in the community comes together.

Success stories

Residents, community officials, and nonprofit leaders shared with us projects or events that are viewed as particularly successful. These initiatives brought or continue to bring the community’s diverse populations together around a common area of interest or goal. The specific initiatives people think of in this way include the following:

- Teton Valley Historical Museum
- Projects associated with Friends of Teton Creek
- The Snake River Land Trust’s “Stories on the Land” project
- Teton County’s recent effort to update the Comprehensive Plan

Keeping citizens informed about governance, events, and volunteer opportunities

The visiting team learned various organizations and especially the City of Driggs and other government agencies are often challenged to find and develop new volunteers and leaders. As is common in rural communities, a relatively small number of people are asked to participate in a lot of organizations and efforts. Consequently, many people are involved in more than one organization. We were also informed it can be

difficult for residents to identify programs, services, and events provided by nonprofit organizations.

Many people in Driggs shared their observation that Hispanic residents and residents who live in the Driggs area only part of the year are not nearly as engaged in the community as they could be. Other than a Latino club at the high school, there is no organization in the Teton Valley focused on the needs or interests of Hispanic people and families.

Desire for places that bring the community together

Many residents, business owners, and community leaders talked to us about the importance of places and events that bring the city's diverse populations together regularly. Some mentioned the need to better use existing assets like downtown and the City Center Building/Plaza; others expressed their opinion that one or more completely new public venues are needed. As one example, we heard about a proposed indoor event center at the fairgrounds.



Opportunities, Recommendations, and Resources

Opportunity Area 1: Building social capital and continuing to collaborate and coordinate as a region

This opportunity is about addressing the heart of this focus area: building trust, understanding, and respect between individuals, organizations, and government in Driggs and in the Teton Valley as a whole.

Social capital refers to the informal and formal social networks and the norms of trustworthiness and reciprocity that arise from them. The depth and quality of social capital in a community is a powerful predictor of many social goods, including people's health and happiness, level of economic development, well-managed schools, public safety, and responsive government. Community members putting aside differences to help an individual, family, or organization in crisis is an example of social capital at work. The attitudes and relationships produced by social capital facilitates durable agreements and cooperative, mutually beneficial action.

There are two main types of social capital. “Bonding” capital occurs when you are building relationships with people who are alike with respect to age, race, religion, income, and so on. It results in tight, close-knit communities, but with strong distinctions between various stakeholder groups. “Bridging” occurs when

relationships are strengthened across such groups or communities. It increases understanding of diverse points of view, opens the community up to alternative solutions, and helps build consensus. Both types of social capital play an important role in reducing the social cultural divisions within the community.

Recommendations

- Form a small group that creates opportunities to heal social divisions, build social capital, and promote civil discourse in the Teton Valley. The visiting team suggests this group consider the following ideas:
 - The group need not be large. In fact a small group of 8-12 is recommended. While it won't include a lot of people (at least initially), it is important that it include the right people. All participants must be sincere in their interest in changing the tone of civic discourse in the valley. The group must include people from the major stakeholders or social groups.
 - The group members should commit to meeting on a regular basis for at least one year.
 - The group should conduct itself in a way that promotes understanding, mutual respect, trust, empathy, and appreciation between participants. In other words, it should model what it wants to promote in the larger community.
 - Look for successful examples from communities outside the Teton Valley.
 - The group would brainstorm, discuss, and agree on the most effective tools or forums to achieve the stated purpose over time. The tools or forums could include, for example, community study circles, a day or weekend long conference, a lecture series, experiential learning opportunities, a training that could be offered to interested community groups, cross cultural celebrations, field trips, etc.
 - The group could become skilled in the use and teaching of nonviolent communication principles.
 - The group should devise a way to solicit ideas from Teton County residents.
 - The group would need to determine whether it wants to use an experienced facilitator to help it with all or some of its work.
 - Consider conducting before and after surveys to identify existing levels and qualities of social capital and to measure change over time.



- Work with area farmers to increase opportunities for gleaning of crops left in fields. Explore the possibility of providing produce gleaned from fields to the food bank.
- Create an interdenominational or ecumenical council. This group of faith leaders would meet regularly and sponsor or otherwise support efforts to heal social divisions and bring the community together.
- Create opportunities for people in different social groups to learn or exchange skills and knowledge with each other. Examples might include home gardening, canning, cooking, animal husbandry, art, hunting and fishing, land stewardship, storytelling, playing musical instruments. Survey residents to see what skills they would like to learn and share.
- Create a local currency, bartering, or time bank program that encourages residents and organizations to help each other achieve goals or complete specific projects.
- Create a series of community field trips to provide an opportunity to discuss natural resource, land stewardship, agricultural, fish and wildlife, economic development, land use, and other issues of concern to the community.
- Develop a civil discourse code or pledge that community and government organizations adopt and sign.
- Consider forming a community justice and/or neighborhood watch program.
- Continue quarterly meetings between leaders from nonprofit organization, the cities, and the county to address and prevent overlap in services and discuss current projects, funding issues, events, and opportunities for collaboration.
- Reach out to Envision Victor and explore starting a complimentary effort in Driggs.

Resources

- *Social Capital Building Toolkit* by Thomas Sander and Kathleen Lowney is an October 2006 publication of the John F. Kennedy School of Government at Harvard University. Go to <http://www.hks.harvard.edu/saguaro/pdfs/skbuildingtoolkitversion1.2.pdf>.
- “*A Positive Revolution in Change: Appreciative Inquiry*”, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999.

- The document above and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website.
<http://appreciativeinquiry.case.edu/>.
- “*Collaboration: What Makes it Work*”, Mattessich, et. al., Fieldstone Alliance, 2001. 800-274-6024, www.FieldstoneAlliance.org
- “*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>.
- Idaho Nonprofit Center, 208-424-2229, <http://www.idahononprofits.org/>.
- Northwest Institute for Dispute Resolution, University of Idaho School of Law, 208.885.4977, uilaw@uidaho.edu,
<http://www.law.uidaho.edu/default.aspx?pid=66197>.
- The Center for Nonviolent Communication (NVC) is a global organization that supports the learning and sharing of NVC, and helps people peacefully and effectively resolve conflicts in personal, organizational, and political settings. Go to <http://www.cnvc.org/>.
- The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Their new on-line course on resolving land use disputes is found here:
<http://www.cbuilding.org/2007/08/28/consensus-building-institute-presents-online-course/>.
- Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.
- Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to <http://www.everyday-democracy.org/en/index.aspx>.
- “*The World Café: Shaping Our Futures Through Conversations That Matter*”, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. www.theworldcafe.com.
- “*Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project.*” This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.
- The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska that provides information and assistance to rural

- communities regarding collaboration, leadership development, and strategic planning. <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.
- 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.
 - Web-based visioning and community engagement tools are available to brainstorm ideas, discuss issues, and build consensus. They allow citizens to participate in a confidential, simple on-line forum. Examples include vBulletin, MindMixer, BangTheTable, and FreeForum.org.
 - The Pennsylvania-based 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.
 - Information about creating a community barter network can be found here, http://www.ehow.com/how_4887994_create-local-online-barter-network.html.
 - Led by a local church, a successful community barter system has been created in Brewster, MA. Here is a link to an article, <http://www.wickedlocal.com/brewster/archive/x1397979015>.
 - Time Bank Idaho is a Boise-based nonprofit organization that strengthens community by helping people exchange the time and talents of community individuals, families, and groups — connecting unmet needs with untapped resources in the process. Potentially, this would be an excellent way to more fully engage part-time residents in the Driggs community. Go to <http://idaho.timebanks.org/> or call 208-860-2140.
 - The Orton Family Foundation has been supporting the Envision Victor project since 2008. Go to <http://www.victorcityidaho.com/content/envision-victor> for a project description.
 - Successful Communities Online Toolkit Information Exchange - <http://www.scotie.org> is a partnership of planning and nonprofit organizations working together to build stronger, more resilient communities in the West. Information is exchanged through a database of active smart growth and resource protection plans and policies from rural, high amenity, and urban communities from across the West. These case studies highlight the efforts of western communities to preserve local identity, stimulate a healthy economy, and safeguard natural and cultural resources; and empower communities to design policies that fit the unique circumstances of western communities.

Opportunity Area 2: Informing and engaging the *entire* community.

In the visiting team's view, the City and community-based organizations can and should do more to reach out to and engage more population groups in the community. Hispanic residents, part-time or seasonal residents, and youth are the three groups where we see the greatest room for improvement.

The Hispanic population in Idaho is younger than the state's population overall. Most Hispanic people are interested in a place they can call home that offers greater economic and social equality. Barriers to integration include language acquisition, health coverage, civic engagement, education, and discrimination.

The increase in Latina immigrants Driggs continues to experience may not be fully recognized by non-Hispanic residents because new immigrants seek ethnic enclaves within a town or community where they find trusted, established informal leaders who help them navigate their new community. Driggs should continue viewing the growth of the Hispanic population as a significant trend. According the USDA report on Rural Hispanics, the social and economic adaptation, integration, and mobility of new rural residents and their children are critical public policy issues.



Ideologies of group differences set by the original European settlers of this community hangs heavily on Latino residents. As relative newcomers, it is easy for them to equate being different with being inferior. People in the dominant culture can justify or rationalize different treatment of racial and ethnic minorities. The result has been marginalization and exclusion from the dominant society.

Acclimatization by new immigrants is imperative if they are to engage in civic participation and consequently have a voice in the future of their community. Opportunities for social, economic, educational, and political advancement are at stake.

The recommendations below will help increase the number of people regularly volunteering for community projects and serving on subject-specific committees established by the city council. They will also facilitate the development of new community leadership.

Recommendations

- The City, Chamber, Downtown Community Association, Driggs Urban Renewal Agency, and Teton Valley Community Foundation, and other community organizations should increase their use of Facebook and other social media forums to communicate with residents where they already are (as opposed to hoping they will come to you.) Don't forget to use every opportunity to invite people to 'Like' such Facebook pages.
- Create one coordinated valleywide community calendar. It would include all information about community affairs, events, and volunteer opportunities. Provide for a Spanish-language version of this calendar.
- Survey part-time/seasonal residents to assess their interest in donating time, expertise, and money to community projects and determine how they prefer to remain informed of issues and events while outside the Teton Valley.
- Evaluate all City-appointed committees and determine which social groups are currently underrepresented. Use this information to fill seats as vacancies come up in the future. This recommendation is also applicable to nonprofit organizations.
- Facilitate the creation of a new community organization focused on issues of interest to Hispanic residents and families. This organization could be an important forum for communication for and between Hispanic residents and the City, schools, businesses, nonprofit organizations, and service providers.

In March 2013 the visiting team was happy to learn of the opening of the Teton Valley Hispanic Resource Center. The Center is at this time associated with the Community Resource Center in Jackson, WY. Our hope is this new project will help with service delivery, English and Spanish classes, adult education and bilingual program development and delivery. We expect it will become an important catalyst for individual empowerment and capacity building that will consequently lead to leadership development and civic engagement.

- Create a list of bi-lingual people willing to serve as volunteer translators for Spanish-speaking residents. These volunteers would then be called upon as needed.
- Encourage the development of events that celebrate the community's cultural diversity.

- Create a Spanish-language page on the City's website. Prioritize the information that needs to be translated now versus information that can wait.
- Encourage major employers such as Grand Targhee to use incentives to encourage their employees to volunteer in the community. Distribute information about volunteer opportunities through such employees. Again, this recommendation applies to the City and nonprofit organizations.
- Be more explicit and public about appreciating community volunteers for their efforts. Publish their names in the newspaper. Create an awards program and/or event around volunteer appreciation. Ask businesses to offer discount coupons to volunteers once or twice a year.
- Use a survey or focus groups to identify the barriers preventing residents from contributing as a community volunteer. Work to reduce the barriers about which the City has some influence.
- Develop a youth advisory council or other forum that invites youth participation in government.

Resources

- Association of Idaho Cities' Youth Engagement Resources is an excellent collection of available resources to involve youth in community decision-making and strengthen youth and families. Go to <http://idahocities.org/index>. AIC is also a source of information about creating a community youth advisory council. Mandy DeCastro, MDecastro@idahocities.org, 208.344.8594.
- The Cities of Kimberly <http://www.cityofkimberly.org/index.aspx?NID=886> and Meridian <http://www.meridiancity.org/myac/> have active youth groups that could serve as a model for Driggs.
- Challenge Day is a nonprofit organization that provides youth and their communities with experiential workshops and programs that demonstrate the possibility of connection through the celebration of diversity, truth, and full expression. Several rural, suburban, and urban high schools in Idaho have partnered with Challenge Day. Go to www.challengeday.org, 925.957.0234.
- The Heartland Center for Leadership Development publishes *Better Schools Through Public Engagement* (among many other publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800.927.1115.
- For State resources for bilingual programs under Title III, go to <http://tinyurl.com/7sqsfy>.

- March 17, 2012 New York Times article about the benefits of bilingualism: <http://tinyurl.com/896mvo6>.
- This article published by the Center for Rural Affairs highlights the benefits of a culturally blended community. Go to <http://www.cfra.org/ruralmonitor/2011/10/13/look-iowas-first-majority-hispanic-town>.
- Several 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.idahoincludes.org.
- '*Changing Faces, Changing Communities*', a publication written by Everyday Democracy to help communities face the challenges and meet the opportunities raised by the arrival of newcomers; includes pointers on how to involve public officials, <http://www.everyday-democracy.org/en/Resource.23.aspx>.
- Center for Community and Justice, which works with communities to address education and health care issues, may be able to offer cultural awareness training to both the Hispanic and Anglo communities.
<http://comunidadyjusticia.org/index.html>, Sam Byrd, 208-378-1368.
- *Successful Strategies for Engaging the Latino and Hispanic Population* is a helpful article published by Michigan State University Extension. Go to http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population.
- *Reaching and Engaging Latino Communities*, published by the California League of Cities. Go to <http://www.westerncity.com/Western-City/September-2008/Reaching-and-Engaging-Latino-Communities/>.
- Partners for Prosperity has over 10 years of experience in community development throughout eastern Idaho and now other parts of Idaho as well. Go to <http://www.p4peid.org/>. Jessica Sotelo, Executive Director, 208-785-0059, jessicas@p4peid.org.
- Like Driggs, the community of American Falls has experienced and is experiencing a significant growth in the Latino population. Most recently, the City Council appointed a young Latina college student to their City Council. The City Council felt this was an important move toward integrating a young Latino population important to the growth of their community. The City of American Falls further allocated funding for a G.E.D. program for Latino residents. To date, over 100 resident immigrants have received their G.E.D., increasing access to better paying positions.
- In Blackfoot, the nonprofit organization Partners for Prosperity helped launch the Latino Economic and Development Center (LEAD), a nonprofit asset building

organization encouraging self-sufficiency. The center has a state of the art computer center where students are learning computer technology, small business training, language acquisition, and capacity building. The project started with a \$20,000.00 grant from Self Development of People (SDOP), which was used to leverage resources from social and economic justice funding partners. Sonia Martinez at Partners for Prosperity has since joined the board of the National Association of Latino Asset Builders a national organization of Latino Asset builders (www.nalcab.org). LEAD can possibly connect with the Driggs community to exchange information and ideas. Go to www.idaholead.org.

Opportunity Area 3: Develop places that bring the community together

We congratulate Driggs on its past and ongoing efforts to create streets and other civic places designed to accommodate community events and other gatherings. These efforts are also making the community – especially the downtown area – a more convenient and enjoyable place to walk and ride a bike. These improvements play a critical role in building the social capital described previously.

Recommendations

- See Opportunity Area 3 under the Economic Development focus area regarding continued improvement of downtown.
- The visiting team is not clear about difference between a proposed “indoor events center” at the fairgrounds and the planned performing arts center at the City Center Building. Clarify whether they serve the same or different purposes, revise the projects if necessary, prioritize next steps, and develop one or both projects accordingly. Do not proceed with the development of both projects if they serve the same purpose.
- Two to three times during the summer/fall season, consider making a one or two block section of street in the downtown area pedestrian and bike-only for a specified number of hours.
- Assess potential future public and private (e.g. housing) uses for the former Teton County courthouse.



Resources

- Project for Public Spaces is a nonprofit planning, design, and educational organization dedicated to helping people create and sustain public places that build stronger communities. Go to <http://www.pps.org>.
- *A Community Center How-to Guide* written in October 2010 by Tony Tenne, Community Development Specialist for the Idaho Department of Commerce, is found in Appendix J.
- *The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*, by Ray Oldenburg. This book describes the importance of gathering (or “third”) places within communities. Go to <http://www.pps.org/info/placemakingtools/placemakers/oldenburg>.



PART III A FOURTH FOCUS AREA, FINAL THOUGHTS, AND NEXT STEPS

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

It is in this section of the report that the visiting team often identifies a fourth focus area. It is typically an area of concern discussed frequently by residents and leaders during the review, but not selected by the community in its application. It often is a subject that's applicable to all three focus areas.

With respect to the Driggs Community Review, the visiting team has selected "*Building a Culture of Cooperation and Collaboration*" as the fourth focus area, as described below.

Building a Culture of Cooperation and Collaboration

As a community unto itself and as part of the larger valley, Driggs has completed and is working to complete significant community and economic development projects. Many of them are described in this report. This report also recommends additional projects not currently underway.

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

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

Appreciative Inquiry

The questions posed above represent the first principle of an approach to community and organizational development called appreciative inquiry. In essence, this approach identifies and builds on a community's strengths rather than dwelling on needs and deficiencies. The connection between appreciative inquiry and community development is natural. It is a highly inclusive, inspiring process in which community members take responsibility for generating and processing information. It is based on the premise that people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. Focusing on the qualities or factors that contributed to past and current successes will lead a community in a much more positive direction than a focus on past poor participation or projects that failed to achieve their potential.

Resources related to appreciative inquiry are found in the section of this report addressing the Civic Life and Community Involvement focus area.

Appreciative inquiry typically uses a process referred to as the 4D model. The 4 D's are as follows.

Discover

Residents are encouraged to gather stories and insights from and with each other about what has made the community successful in the past. What were the conditions that made these successes possible (leadership, relationships, communication, events, etc.)? By highlighting what is strong and vibrant about a community, it will continue to move in that direction.

Dream

Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).

Design

The actual development of the plan that describes how the ideal complement of past success and future possibilities would manifest itself.

Deliver

Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

When Conflict Happens

The visiting team did not notice a significantly greater degree of conflict or discord in Driggs or Teton Valley compared to other Idaho communities. However, left unaddressed, any amount of conflict can keep a community stuck for years and sometimes decades. Unresolved conflict or lack of agreement can also lead to lost opportunities to increase the community's economic prosperity. Suffice it to say, a lot is at stake.

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

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

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 when compared next to 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 Driggs to revisit these principles often and apply them when 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 the volunteers are local heroes.
- Engage youth and young adults in a way that allows them to take responsibility and develop leadership skills.

What Next?

This report is a summary of observations, recommendations, and resources provided by the visiting team. It is not a strategic or action plan. We suggest the City consider working with other organizations and stakeholders to create such a plan. The visiting team also invites the community to determine whether or not the following process is an appropriate way to create an action plan based on this report:

1. Distribute copies of the community review report to all members of the home team, city and county elected officials, and other stakeholders. The report should also be made available on the City's website.
2. Convene home team leaders to talk about and agree on next steps that make sense for the community. In other words, review and modify this suggested process as appropriate.
3. Invite members of the visiting team back to Driggs for discussion about report observations, recommendations, and resources and identification of next steps. Include in this discussion the entire home team, elected officials, valleywide organizations like the Teton Valley Chamber of Commerce and Teton Valley Community Foundation, business owners, and other interested stakeholders.
4. Divide the working group into 3-4 ad hoc committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps.

5. Reconvene working groups created in step #3 to share recommended highest priorities for each focus area. As a group, reach consensus on next steps.

A Resource for Establishing a Fair, Inclusive and Safe Space for Moving Forward

Again, University of Idaho Extension has been offering post-review follow-up facilitation and assistance through a program called *Community Coaching for Grassroots Action*. A program brochure is included as Appendix K. Go to <http://cd.extension.uidaho.edu/leadership/>. Lorie Higgins, University of Idaho Extension, 208.885.9717, Higgins@uidaho.edu.

The 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 Contact and biographical information for the Driggs Community Review visiting team
- Appendix B The City of Driggs community review application to the Idaho Rural Partnership
- Appendix C Driggs Community Survey Results
- Appendix D Master Schedule and Focus Area Itineraries
- Appendix E *Driggs residents, property owners asked to respond to survey*, Teton Valley News, August 23, 2012
- Appendix F The Main Street Four-Point Approach (National Trust for Historic Preservation)
- Appendix G Additional information about community or place branding
- Appendix H What is a Community Encyclopedia?
- Appendix I Percent for Public Art Programs in Idaho: Background Information
- Appendix J *A Community Center How-to Guide*, by Tony Tenne, Community Development Specialist for the Idaho Department of Commerce, October 2010
- Appendix K University of Idaho Extension's *Community Coaching for Grassroots Action* program brochure

Appendix A Contact and biographical information for the Driggs Community Review visiting team

Economic Development

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Terry has been with ECIPDA/The Development Company since 1985 and now serves as WIA Director. He also serves as a community development planner. He is responsible for the management of the Workforce Board and its support of job training programs in eastern Idaho. He is a graduate of Brigham Young University with a B.A. in Human Resource Development and Corporate Training.

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Christine is a Business Development Specialist with the Idaho Department of Commerce, serving Region VI (eastern Idaho). She holds Bachelor's Degrees in Psychology and Sociology from the College of Idaho and a Master's Degree in Public Administration from Boise State University. Christine has spent the majority of her career working in fund Development and Communications for several non-profit organizations including the Boise Art Museum, Ballet Idaho and Special Olympics Idaho. She was fortunate enough to have been part of the team that hosted the 2009 Special Olympics World Winter Games. Her work in community development began at Sage Community Resources, where she worked with many communities creating Scenic Byway Corridor Management Plans as well as, public facilities projects.

Christine is thrilled to be part of the Idaho Department of Commerce team since June 2011. An Idaho native, she enjoys the diversity of the State — from living in a thriving metropolitan area to escaping into the Idaho wilderness.

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Will works for the Idaho Department of Labor as a Regional Economist for the eastern Idaho area. Besides his work with the Department of Labor, Will is an adjunct economics professor for BYU-Idaho and Idaho State University. Will moved to Idaho in 2007 after accepting an economics teaching position at Brigham Young University-Idaho. Will graduated with a Bachelor's degree in Economics from Utah State University's Huntsman School of Business and later completed a Master's degree from Utah State in Applied Economics with a specialization in community and regional economic development.

Dale Lish

Area Director
Rural Development
U.S. Department of Agriculture
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Blackfoot, ID 83221
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Email: dale.lish@id.usda.gov

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

Kathy Ray

Four County Alliance of Southeastern Idaho
P.O. Box 32
Malad, ID 83252
Office: 208-766-4315
Email: fourcasi@hotmail.com

As a native Idahoan, Kathy Ray has lived and played in the eastern corner of the state most of her life. She received a BS from Idaho State University in secondary education with an emphasis on English and Social Sciences. Originally from Pocatello, in 1989 she moved to Malad, Idaho, where she fell in love with rural community life. In 1993 she served as a VISTA volunteer for four years for a non-profit organization, the Malad City/Oneida County Economic Development Foundation. She continued to work for this organization as manager and grant writer until 2007 when she took on the challenge of serving as the economic development specialist for Oneida County, Bear Lake County, Franklin County, and Soda Springs Idaho. She currently serves on several economic development boards in Idaho and Northern Utah. Besides helping businesses create new jobs, she enjoys talking to her kids who are all grown up and will discuss politics, working with horses (who don't care about politics), growing flowers, fruits and vegetables, and throwing a bit of clay around every now and then. Her husband, Scott, and family members spend most of their vacation time enjoying the outdoors of the great state of Idaho.

Tim Solomon

Executive Director
Regional Development Alliance
2300 North Yellowstone
Idaho Falls, ID 83401
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Cell: 208-709-6367
tim@rdaidaho.org

Tim is the Executive Director of the Regional Development Alliance, Inc. (1997-Present) and the Community Reuse Organization, Inc. (CRO) (2005-Present), both located in Idaho Falls, Idaho. The RDA is a non-traditional venture debt and investment company serving primarily the Eastern Idaho region. The RDA has invested more than \$30 million in businesses located throughout the region over the last 15 years. The businesses receiving funds have created more than 5,000 jobs and produced more than \$8 billion in total output to the Idaho economy. Tim received both his Bachelor of Arts (BA) and Master of Arts (MA) degrees from Utah State

University, graduating with honors. He is also a graduate of the University of Oklahoma's Economic Development Institute and is a Certified Economic Developer (CEcD). He has also received the certified Economic Development Finance Professional (EDFP designation from the National Development Council (NDC).

Arts, Historic, and Recreation Resources

Cathy Bourner (focus area leader)
Idaho Dept. of Commerce, Tourism Division
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Boise, ID 83720
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Email: cathy.bourner@tourism.idaho.gov

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.

Michelle Coleman
Director, Community Development
Idaho Commission on the Arts
P.O. Box 83720
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Email: michelle.coleman@arts.idaho.gov

Michelle arrived in Idaho from Iowa in 2005. She has worked for the past twenty-plus years as an arts administrator in a variety of roles including tenured positions as the Executive Director for the Iowa Arts Festival and Education Director for Hancher Auditorium, the University of Iowa's performing arts center. Michelle has developed

arts programs and residencies for universities, performing arts centers, festivals, libraries, and literary centers. In 2008, she joined the Idaho Commission on the Arts as the Community Development Director. In this capacity she works with arts organizations throughout the state on the principals of cash-flow strategies while encouraging the use of the arts as a principal method of economic development.

Michelle is also an accomplished singer/songwriter who performed for over a decade with the Midwestern jazz/swing group *Too Much Yang* and now appears with her Boise-based band, *Shakin' Not Stirred*.

David Pennock

Executive Director
Museum of Idaho
200 N. Eastern Ave.
Idaho Falls, ID 83402
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davidpennock@museumofidaho.org

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.

Civic Life and Community Involvement

Brian Dale

Operations Specialist/Faith-Based Liaison,
U.S. Dept. of Housing & Urban Development
800 Park Blvd., Ste. 220
Boise, ID 83712
Office: 208-334-1088 x 3005
Email: brian_dale@hud.gov

Brian has been involved in the Idaho Community Review Program since its inception, participating in 16 reviews. He was a Team Leader for the Gooding, Ashton, Malad and Payette reviews and Co-Team Leader for the Rexburg review. His current assignments with HUD include serving as HUD's Regional Faith-Based Liaison for Idaho and the rest of HUD Region X, serving on the Ad-hoc Committee of the Idaho

Community Review, networking with service providers for homeless populations (Continuum of Care), and facilitating the Idaho Fair Housing Forum. Additionally, he has worked with numerous local, regional and national disability councils, advisory committees and coalitions, and he served as Executive Director of the Utah Statewide Independent Living Council. A certified community developer (CCD), Brian has a B.A. from Westminster College (in Missouri) and attended Community Builder training at the John F. Kennedy School of Government at Harvard University.

Leslie Huddleston

Regional Director
Office of Senator Mike Crapo
410 Memorial Drive
Idaho Falls, ID 83402
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Email: leslie_huddleston@crapo.senate.gov

(Bio. not available.)

Sonia Martinez

Director, Latino Economic and Development Center
Partners for Prosperity
625 West Pacific, Ste. 1
Blackfoot, ID 83221
Office: 208-785-0059, ext. 117
Email: soniam@p4peid.org

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.

Julia Oxarango-Ingram

Director

Southern Idaho Rural Development

Office: 208-732-5727 x 3015

Cell: 208-309-3090

Email: julia@rivda.org

Julia has been involved in community and economic development in Lincoln County, Blaine County, and the Magic Valley for over 12 years. Prior to her present position as the Director of Southern Idaho Rural Development, she was actively involved in creating the Lincoln County Chamber of Commerce. She has also worked for the Hailey and Sun Valley-Ketchum Chambers of Commerce, Arch Community Housing Trust, Habitat for Humanity, and the Blaine County Commissioners. She has led and served on numerous boards and committees related to community development. Julia is also a graduate of the Northwest Community Development Institute.

Lori Porreca, PhD

Community Planner

Federal Highway Administration, Idaho Division

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Boise, ID 83703

Office: 208-334-9180, ext. 132

Cell: 856-630-1635

Email: lori.porreca@dot.gov

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

planner for the Federal Highway Administration and has responsibility for the livability program.

Listening Session Leaders

Lorie Higgins

Associate Professor and Extension Specialist
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University of Idaho
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Moscow, ID 83844-2334
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Cell: 208-669-1480
Email: higgins@uidaho.org

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

Erik Kingston, PCED

Housing Resources Coordinator
Idaho Housing and Finance Association
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Office: 208-331-4706
Toll-free 1-877-438-4472
Email: 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, co-author of IHFA's *Workforce Housing Toolkit: Simple Steps for Stronger Communities* and author of the *2011 Housing Assistance Guide* for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really

Coordination and Report Writing

likes his current job.

Jon Barrett

Clearstory Studios
2211 N. 31st Street
Boise, ID 83703
Office: 208-343-1919
Cell: 208-383-9687
Email: clearstory@cableone.net

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 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.

Mike Field

Executive Director

Idaho Rural Partnership

P.O. Box 83720

Boise, ID 83720

Office: 208-780-5149

Cell: 208-867-2004

Email: Mike.field@irp.idaho.gov

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

Appendix B The City of Driggs community review application to the Idaho Rural Partnership

Please complete this application and return to:

Idaho Rural Partnership

2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

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 Heyburn, Jerome, Hayden, Ketchum, Priest River, Weiser, and Buhl have 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:

- 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 three focus areas you identify who is willing to 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 group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Suggest lodging locations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community: CITY OF DRIGGS

Main Contact Person: DOUG SELF, PLANNING ADMINISTRATOR

Address/City/State/Zip: PO BOX 48, DRIGGS, ID 83422

Phone, Fax, Email: PH: 208.354.2362, FAX: 208.354.8522, EMAIL: PZDRIGGS@PDT.NET

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

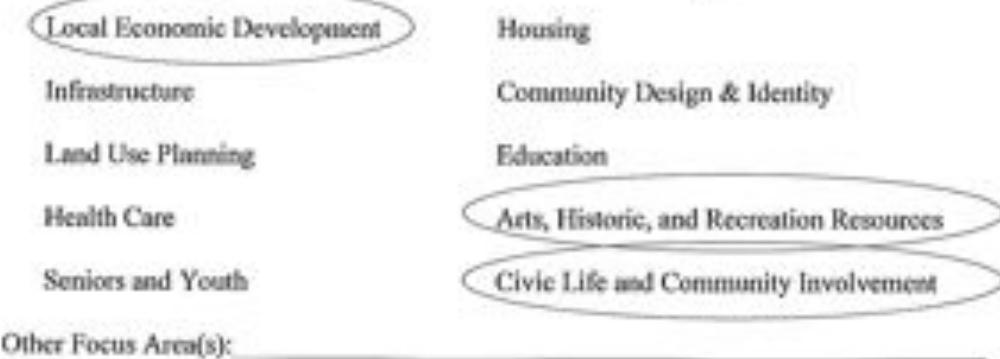
Hyrum Johnson (Economic Dev.) - 208.354.2362 x 113 buildingexcellence@gmail.com

Linda Lopez, Teton Arts Council (Arts / Historic) - 208.201.8812 MerLoAn@gmail.com

Tim Adams (Recreation Resources) - 208.201.1622 Tim@tytap.org

Mayor Dan Powers (Civic Life / Community Involvement) - 208.354.2362 cidriggs@ida.net

Circle, or write in, the three focus areas that your community would like to emphasize.
Focus areas might include some combination of the following:



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

- 1.) Local Economic Development: The City of Driggs is interested in two LED elements:
 - a) A review of how the city rates as a 'business ready community' – is information for new businesses (from opportunities to permitting) readily available and adequate? Is there adequate assistance available for new or expanding businesses? Are permitting processes fair and clear?
 - b) A review of the community's friendliness to visitors – is needed information available (pre-trip and within the community / wayfinding)? Are needed facilities provided and accessible? What are the positive and negative aspects of the visitor's experience? What is the quality of interaction with retail employees? What are the main reasons why a visitor would want to return / or not return? Note: The Teton Valley Chamber of Commerce and Teton Valley Foundation do a good job of marketing for tourism in Teton Valley; our concerns are primarily with the attractiveness and usability of the downtown.

2.) Art, Historic, and Recreation Resources:

Art and recreation are two of the primary 'quality of life' attributes that attract new residents and businesses to Driggs, and preservation of historic structures and other elements of our history help define a sense of place that adds to the attractiveness of Driggs. While the city has done much to enhance these attributes, we want to do better and uncover new ideas and opportunities. Specific questions: should the Teton Valley Museum move into downtown Driggs? Should the community invest in new parks facilities (new ball diamonds, outdoor pool)? What is the best use of the N ½ of the Driggs Community Center (recreation center as it is currently, or performing arts center / convention center, or both, under a phased plan, or something else)? What are recommended elements of a future Scenic Byway Center Plaza that would address art, history and recreation? Where are other opportunities for public art? What historic interpretation opportunities are there to develop for visitors? Should Driggs create a concert series event, and if so, when during the year and what kind of format would be best?

3.) Civic Life and Community Involvement:

How does Driggs rate for community involvement? Are there adequate opportunities for residents to become involved in the community? Is the information on those opportunities adequately presented/available? What opportunities are missing? What types of organizations are missing? What is the mood of residents in volunteering in the community? How can the city and community groups better engage the residents and encourage community involvement, volunteer activities, participation in events, etc.?

What is the best possible outcome resulting from a community review in your town?
An insightful report full of new ideas and detailing specific needs and opportunities that, if acted upon, will increase the community's success in business development, quality of life and community involvement. In all three areas, suggestions for performance measures would also be appreciated so that the community can understand from year to year what progress is being made. Lastly, the conversations with and engagement of residents and business owners through the review process itself we hope will spark renewed interest and enthusiasm for improving our community.

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?

Strategic Planning:

The City has joined an economic development steering committee that is coordinating economic development planning efforts at the county-level and managing a contract (with RPI Consulting) to produce a county-wide economic development strategic plan.

Working from existing economic base analysis performed for the county comprehensive plan update, the city hired the E-Center associated with BYU-I to develop SWOT analyses for the city to attract 1) e-commerce and telecommuters, and 2) specialty outdoor gear manufacturers.

The City is currently updating a Retail Gap Analysis to identify current retail opportunities in the city, by the categories identified in the Consumer Expenditure Report.

Business Development:

The City created a series of economic development and business assistance webpages on its website.

The City supports the Teton Valley Business Development Center (TVBDC) where possible, including a 2012 Gem Grant application that will seek funding for bringing fiber optic internet service to the TVBDC building and other nearby buildings with vacant spaces for potential offices.

The City plans to begin recruiting potential new businesses in priority base industries, as well as recruiting new businesses into vacant storefronts in the downtown in 2012.

Enhancement/Revitalization/Clean-Up

The City and Idaho Transportation Department rebuilt Main Street / Hwy 33 for 2 ½ blocks through the core of downtown, adding wider sidewalks, street trees, pedestrian-scale lamp posts, benches, etc.

The City initiated the re-forming of the Downtown Driggs Community Association and has financially supported their efforts, which have included the 'Art Box Competition', where 10 utility boxes in downtown Driggs were painted by area artists; and design and installation of a series of street light banners for Main Street, depicting the various activities that make this a great place.

New events continue to be added, such as this year's first annual Great Snow Fest, which included a very successful snow sculpture competition.

A partnership of the city, Driggs Urban Renewal Agency, and Chamber of Commerce are scheduled to begin construction on Teton Scenic Byway Center (AKA, Yellowstone Geotourist Center) in front of the City Center building on Main Street, which will provide visitor information, public restrooms, history exhibits and art exhibits, including large copies of Thomas Moran paintings and William Henry Jackson photographs.

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.

- 1) Review and critique of the Driggs website under Economic Development and Business Assistance.
- 2) We hope to have, by Fall 2012, an active recruitment program for our identified base industries, as well as for downtown retailers. We would want a review of this program, including strategies, implementation, and benchmarks. The Teton Valley Business Development Center and Downtown Driggs Community Association, have been and will likely continue to be partners in this program.

What other projects has your community completed in the last one to three years?

Trails and Pathways: The city has completed a number of trails and pathways, including the North-South Pathway that connects schools and parks and other community destinations.

Parks: The city has helped the 5th Street Skate Park to expand and become a destination in itself for visitors, and a very popular park for locals. The city leased an unsightly vacant gravel parking lot at the SW corner of Depot and Main and created a small park that is used for events such as Farmers Market. The city also leased land adjacent to the Teton High School to create the Driggs Nordic Track, which is groomed through volunteer efforts by the Teton Valley Trails and Pathways.

Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application.

The City of Driggs has not completed a Gem Plan. The City is a funding and implementation partner in the new county-wide economic development strategic plan that is beginning this Spring.

Starting with the 2010 community Reviews, 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 the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to 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.

The city will be happy to provide brief annual updates on projects and progress related to the Community Review.

What possible dates do you propose for a community review?

FALL 2012:

August 14-15, August 15-16, August 22-23, August 27-28, August 28-29, August 29-30

Mayor's Signature: D-O-R

Date: 2-13-2012

Please complete this application and return to:
Idaho Rural Partnership
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

Appendix C Driggs community survey results

2. Infrastructure: In this section of the questionnaire, please rate your satisfaction with each of the City of Driggs' city services. If you do not use or receive a particular service (for example, have a well rather than receive water from the City), please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Condition of city streets and roads	16.8% (20)	31.9% (38)	10.9% (13)	31.1% (37)	9.2% (11)	0.0% (0)	2.84
2. Amount of traffic	8.6% (10)	14.7% (17)	37.9% (44)	19.8% (23)	18.1% (21)	0.9% (1)	3.22
3. Availability of public transit	18.8% (22)	19.7% (23)	26.5% (31)	16.2% (19)	7.7% (9)	11.1% (13)	2.41
4. Bicycle and pedestrian facilities	8.5% (10)	16.2% (19)	18.8% (22)	31.6% (37)	23.1% (27)	1.7% (2)	3.39
5. Quality of sidewalks	10.1% (12)	20.2% (24)	19.3% (23)	31.9% (38)	18.5% (22)	0.0% (0)	3.29
6. Law enforcement (Teton County Sheriff's office)	8.4% (10)	10.1% (12)	21.0% (25)	29.4% (35)	30.3% (36)	0.8% (1)	3.61
7. Fire Department	5.9% (7)	8.5% (10)	22.0% (26)	25.4% (30)	37.3% (44)	0.8% (1)	3.77
8. Water Department	5.0% (6)	14.2% (17)	25.0% (30)	26.7% (32)	25.0% (30)	4.2% (5)	3.40
9. Stormwater management	9.2% (11)	16.8% (20)	35.3% (42)	17.6% (21)	11.8% (14)	9.2% (11)	2.78
10. Sewage treatment services	5.0% (6)	13.4% (16)	37.0% (44)	20.2% (24)	16.0% (19)	8.4% (10)	3.03
11. Quality of parks and recreation programs and facilities	12.5% (15)	18.3% (22)	24.2% (29)	26.7% (32)	13.3% (16)	5.0% (6)	2.95
12. Availability of library	29.2% (35)	17.5% (21)	18.3% (22)	18.3% (22)	8.3% (10)	8.3% (10)	2.34
13. Condition of school buildings	5.8% (7)	11.7% (14)	20.8% (25)	30.0% (36)	10.0% (12)	21.7% (26)	2.62
14. Quality of K-12 education	10.8% (13)	20.0% (24)	15.0% (18)	16.7% (20)	10.8% (13)	26.7% (32)	2.17

15. Availability of general health care	9.2% (11)	17.5% (21)	19.2% (23)	31.7% (38)	22.5% (27)	0.0% (0)	3.41
16. Quality of health care services	12.5% (15)	15.0% (18)	17.5% (21)	27.5% (33)	25.0% (30)	2.5% (3)	3.30
17. Availability of day care for children	4.2% (5)	8.4% (10)	26.9% (32)	9.2% (11)	6.7% (8)	44.5% (53)	1.72
18. Availability of youth services and facilities (e.g., Teen Center)	15.0% (18)	16.7% (20)	19.2% (23)	5.0% (6)	5.0% (6)	39.2% (47)	1.51
19. Availability of Senior programs	2.5% (3)	5.8% (7)	30.8% (37)	22.5% (27)	10.8% (13)	27.5% (33)	2.51
20. Availability of drug and alcohol treatment programs	5.0% (6)	10.8% (13)	31.7% (38)	6.7% (8)	5.8% (7)	40.0% (48)	1.78
21. Availability of high speed Internet	13.6% (16)	30.5% (36)	13.6% (16)	22.0% (26)	15.3% (18)	5.1% (6)	2.80
22. Affordability of high speed Internet	28.9% (24)	24.1% (20)	20.5% (17)	12.0% (10)	13.3% (11)	1.2% (1)	2.53
23. Number of Community Events	3.5% (4)	9.6% (11)	24.3% (28)	34.8% (40)	26.1% (30)	1.7% (2)	3.65
24. Variety of Community Events	9.5% (8)	4.8% (4)	26.2% (22)	35.7% (30)	23.8% (20)	0.0% (0)	3.60
25. Availability of local arts and cultural opportunities	3.4% (4)	8.5% (10)	28.8% (34)	35.6% (42)	21.2% (25)	2.5% (3)	3.55
26. Quality of City website (www.driggs.govoffice.com)	1.7% (2)	6.0% (7)	41.9% (49)	17.9% (21)	8.5% (10)	23.9% (28)	2.54
27. Operation of Driggs airport	5.8% (7)	10.0% (12)	25.8% (31)	23.3% (28)	13.3% (16)	21.7% (26)	2.63
answered question							
skipped question							

3. In this section of the questionnaire, please rate your satisfaction with each of the following aspects of Driggs' economy. Please consider only those businesses or services located within adjacent to Driggs (not Victor or Tetonia). If you are not familiar with a particular service, please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Appearance of downtown public spaces	5.0% (6)	15.0% (18)	12.5% (15)	46.7% (56)	20.0% (24)	0.8% (1)	3.59
2. Appearance of downtown private properties	9.8% (12)	32.8% (40)	18.9% (23)	27.9% (34)	9.0% (11)	1.6% (2)	2.89
3. Availability of local jobs	28.3% (34)	34.2% (41)	18.3% (22)	5.8% (7)	3.3% (4)	10.0% (12)	1.92
4. Quality of local jobs	20.8% (25)	40.8% (49)	21.7% (26)	4.2% (5)	5.0% (6)	7.5% (9)	2.09
5. Level of business involvement in the community	4.1% (5)	11.6% (14)	43.8% (53)	28.9% (35)	9.9% (12)	1.7% (2)	3.24
6. Quality of visitor lodging options	9.0% (11)	20.5% (25)	21.3% (26)	28.7% (35)	13.9% (17)	6.6% (8)	2.98
7. Number of entertainment opportunities	14.9% (18)	26.4% (32)	24.0% (29)	21.5% (26)	12.4% (15)	0.8% (1)	2.88
8. Availability of bookstores	34.7% (42)	25.6% (31)	23.1% (28)	8.3% (10)	3.3% (4)	5.0% (6)	2.05
9. Availability of electronics stores	33.1% (40)	28.9% (35)	22.3% (27)	5.0% (6)	4.1% (5)	6.6% (8)	1.98
10. Availability of furniture/home furnishing stores	19.0% (23)	33.1% (40)	24.8% (30)	11.6% (14)	5.8% (7)	5.8% (7)	2.35
11. Availability of clothing stores	20.7% (25)	29.8% (36)	21.5% (26)	16.5% (20)	9.9% (12)	1.7% (2)	2.60
12. Availability of vocational or workforce training programs	29.7% (35)	20.3% (24)	26.3% (31)	1.7% (2)	5.1% (6)	16.9% (20)	1.81
13. Availability of higher education opportunities	31.7% (38)	28.3% (34)	18.3% (22)	4.2% (5)	6.7% (8)	10.8% (13)	1.93
14. Quality of neighborhoods	6.6% (8)	21.5% (26)	27.3% (33)	24.8% (30)	19.0% (23)	0.8% (1)	3.26

15. Condition of available Housing	5.8% (7)	21.7% (26)	28.3% (34)	20.0% (24)	14.2% (17)	10.0% (12)	2.85
answered question							
skipped question							

4. In this section, please tell us how strongly you agree or disagree with each of the following statements about your level of engagement in the community and your level of trust of local government.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Response Count
1. I receive the right amount of information from the City.	6.7% (8)	26.9% (32)	23.5% (28)	29.4% (35)	13.4% (16)	3.16	119
2. I would like to be more involved in decisions affecting the community.	2.5% (3)	5.1% (6)	44.1% (52)	32.2% (38)	16.1% (19)	3.54	118
3. I find it easy to communicate with the City.	6.8% (8)	13.7% (16)	28.2% (33)	37.6% (44)	13.7% (16)	3.38	117
4. I generally trust City Council to make decisions for the community.	19.3% (23)	20.2% (24)	22.7% (27)	31.1% (37)	6.7% (8)	2.86	119
5. I am happy with my level of participation in community organizations.	2.6% (3)	15.5% (18)	37.9% (44)	29.3% (34)	14.7% (17)	3.38	116
6. I feel that City Council decisions are often contrary to the wishes of the community.	17.1% (20)	16.2% (19)	28.2% (33)	23.9% (28)	14.5% (17)	3.03	117
answered question							119
skipped question							4

5. 1. Do you live in Driggs....

		Response Percent	Response Count
All year		90.8%	1
Seasonally		5.0%	
Own property only		4.2%	
answered question			1
skipped question			

6. 2. Where do you work?

		Response Percent	Response Count
Teton County, ID		47.1%	
Teton County, WY		17.6%	
Other County		5.0%	
Seeking Employment		1.7%	
Retired		21.8%	
Other		6.7%	
answered question			1
skipped question			

7. 3. Do you consider yourself Hispanic?

		Response Percent	Respon Count
Hispanic		4.3%	
Non-Hispanic		95.7%	1
		answered question	1
		skipped question	

8. 4. How many years have you lived in this county?

		Response Average	Response Total	Respon Count
Number of years		21.20	2,417	1
		answered question		1
		skipped question		

9. 5. What age category best describes you?

		Response Percent	Respon Count
Under 25		0.8%	
25-35		12.5%	
36-45		22.5%	
46-55		21.7%	
56-65		25.8%	
Over 65		16.7%	
		answered question	1
		skipped question	

10. Comments

Response Count
answered question
skipped question 1

Appendix D Master schedule and focus area itineraries

Driggs Community Review Draft Master Schedule September 11-13, 2012

Tuesday, September 11

3:30-4:30 pm	Home Team Listening Session. Location: Senior Center
4:40-5:45 pm	Bus tour
5:45-6:45 pm	Home and Visiting Team Dinner. Location: Senior Center
7:00-9:00 pm	Community meeting. Location: Senior Center.

Wednesday, September 12

7:00-8:30 am	Breakfast + History Presentation (Louis Christensen). Location: Seniors Center
8:30 am-12:30 pm	Meetings and tours by focus area and concurrent listening sessions
12:30-1:30 pm	Lunch. Location: Seniors Center (overlap w/ Rotary Club)
1:30-5:45 pm	Meetings and tours by focus area and concurrent listening sessions
6:00-7:00 pm	Dinner. Location: TWR Grill
7:00-8:00 pm	Visiting Team meeting / Debriefing

Thursday, September 13

7:30-8:30 am	Breakfast + Infrastructure Presentation (Doug Self) Location: Seniors Center
8:45 am-12:00 pm	Visiting Team recap meetings. Location: City Hall
12:00-12:45 pm	Lunch. Location: Various Locations
1:00-4:45 pm	Visiting Team recap meetings/presentation dry run. Location: City Hall Meeting Rooms
4:45-5:45 pm	Downtime
5:45-6:45 pm	Dinner. Location: Senior Center
7:00-9:00 pm	Community meeting featuring Visiting Team presentations Location: Senior Center

Wednesday Itinerary - Economic Development

7:00-8:30 AM	Breakfast - History Presentation from Lou Christensen
8:30-10:00 AM	Presentation of Economic Development History, Current Strategies, Plans and Data <ul style="list-style-type: none">• Economic Engines (GTR, Huntsman, Airport, Tourism, Lifestyle, Jackson)• Current Businesses and Trends; Emerging Industries• RPI Strategies, DDCA Strategies, Other City Strategies (Industrial Bldg; loans)• Presentation of Downtown Master Plan• Presentation of Community Center Plans• Scenic Byway, Plaza, Transit Center, Rec Center, Common Area
10:00AM-12:30PM Plaza/Transit	Downtown Walking Tour City Center Property -Byway Center/ Main Street Tour Reconstruction Existing Businesses - including Broulim's Retail Center DDCA Projects - Art Boxes, Banners Chamber & TVBDC Offices CBD/Core: First, Wallace, Depot, Little Same as above Redevelopment Opportunities Streetscape Improvements Driggs Garage, Old Courthouse uses
10:40-11:00	
12:30-1:30 PM	Lunch
1:30-2:15	Meet with Teton Valley Marketing Alliance / Grand Targhee - Shannon, Geordie, Jeff, Erica
2:15-4:30	Driving Tour <ul style="list-style-type: none">Huntsman Springs (meet Tony Snoey)Industrial Building (Meet Chris / Collins - 22Designs)Driggs AirportValley CentreNote other N End Development (and visit if interest and time): Super 8, GT Vodka, Museum, TAC

South End - MD, Spud, Teton Creek, Creekside,
Johnson
Meet: 460 Bread
Music on Main - 300 Main?

Wednesday Itinerary – Arts, Historic, and Recreation Resources

7:00-8:30 AM	Breakfast
9:30-12:30 AM	Driving tour
	Art: Teton Arts Council Building - meet: Mona Monroe, Cynthia Stetzer, Teri McLaren & Julie Robinson
	History: Warbirds Airplane Museum
	History: Teton Valley Museum - meet:
	Rec: Valley Centre Park
	Rec: Pathways Vision and existing - Tetonia, Huntsman, N-S, Driggs-Victor, Teton Creek Greenbelt
	Rec: Huntsman Springs Parks
	History: Old Seminary Building, Stone houses, original townsite/layout, Depot
	Art: Heron Glass Studio
	Rec: 5th Street Park - Meet Mark Goddard
12:30-1:30 pm	Lunch
1:30-4:30 pm	Downtown Tour
	Art: Community Center - gallery, future performing arts center?
	Rec: TISA / Rock Gym / Rec Center - meet Teton Valley Recreation Association Board Member
	Art: City Center Plaza - Our Town Grant - Plein Air Festival, Great Snow Fest, Shakespeare, etc.
	Art: Art Boxes
	Art: Local Yokels
	Rec: N-S Pathway, Lions Park, City Park - meet Public Works
	History: Old Courthouse - only building on National Historic Register
	History: Colter Building - design standards for historic compatibility
	Art: Ricks
	History: Corner Drug

Wednesday Itinerary – Civic Life and Community Involvement

7:00-8:30	Breakfast
8:30-9:30	Civic Life and Community Involvement Overviews Meet Valley Non-profits at Community Foundation of Teton Valley Nonprofit Breakfast
9:30-12:30	Walking Tour or Driving if needed Family Safety Network Hospital - Virgil Boss LDS Stakehouse - Bret Cooke Community Bible Church Teton County School District - Meet Monte Woolstenhulme Sheriff Liford
12:00-12:30	Early Lunch / Meeting with Rotary Club
12:30-1:30	Lunch continued
1:30-5:00	Political leaders (meet at Council Chambers, City Center)
1:30-3:30	Community leaders, discussion on discourse
4:00-5:00	Elected officials

Listening Session Schedule

Listening Session	Time	Location	Key contact
1. Home Team	3:30-4:30 pm Tuesday, 9/11	Senior Center	Doug Self 208-354-2362 x105 pzdriggs@ida.net
2. Merchants & Commercial Property Owners	9:00-10:00 am Wednesday	Chamber of Commerce	Dan Powers
3. Walkabout to visit nonprofits & social service contacts	10:15-11:15 Wednesday	Various locations	Shannon Hamby
11:15-12:15 Break for Lunch			
4. Youth-THS	11:30 am-12:30 pm Wednesday	Teton High School	Rose Hendricks
5. Youth-BHS	1:45-2:45 pm Wednesday	Basin High School	Leslie Kelly-McCracken
6. Working artists	3:00-4:30 pm Wednesday	Teton Arts Council	Linda Lopez
7. Hispanic	5:30-7:00 pm Wednesday	City Hall	Juanita Flores
8. Seniors	10:30-Noon Thursday	Seniors Center	Shauna Crandall

Appendix E

Driggs residents, property owners asked to respond to survey, Teton Valley News, August 23, 2012

Teton Valley News 8/23/12

Driggs residents, property owners asked to respond to survey

Ken Levy
TVN Staff

Driggs property and business owners are asked to fill out a community survey about what works and what needs improvements in the city.

Most Driggs residents should have received a paper survey in the mail and should complete that as soon as possible, said Doug Self, community development director for the city.

The online survey, at <http://www.surveymonkey.com/s/8ZNHFW>, can be completed in lieu of the paper version. Only one adult per household is requested to complete the survey that looks at economic development, infrastructure and engagement in decision making with the city.

The survey looks at conditions of city streets and roads, public transit, bicycle and pedestrian facilities, law, fire and water departments, availability and quality of health care services, parks and recreation facilities and programs, local art and cultural opportunities, availability of educational opportunities and various kinds of retail outlets,

Doug Self

at economic development, infrastructure and engagement in decision making with the city.

The survey looks at conditions of city streets and roads, public transit, bicycle and pedestrian facilities, law, fire and water departments, availability and quality of health care services, parks and recreation facilities and programs, local art and cultural opportunities, availability of educational opportunities and various kinds of retail outlets,

quality of neighborhoods and much more.

Survey respondents are asked to check from a range of whether they are highly satisfied or dissatisfied with the various components. Results are anonymous. The survey should be returned to the city by Aug. 24.

The study is part of the city's community review, slated for a Sept. 11 meeting at the Driggs Senior Center. A final presentation is slated for Sept. 11 in the same location.

"The results will inform the city and the Community Review team organized by the Idaho Rural Partnership about what issues most need the city's attention in the coming years," Self said.

Appendix F The Main Street Four-Point Approach (National Trust for Historic Preservation)

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/#.UT5WqI7UAII>.

Appendix G Additional information about community or place branding

Branding (a.k.a. community branding, place branding, destination branding) is a process a community or other identifiable place goes through to change, refine, or improve what people are saying about it. The community's brand is a story encapsulated into one or two words.

Teton Valley's brand is not something that's created; it is discovered within the spirit of this place and its people. It is a focused snapshot of your values, assets, and priorities. Brands uncovered in this manner are endorsed and absorbed by the community due to its fundamental truth, giving cohesiveness to marketing efforts.

For maximum impact, all efforts, thoughts, communications, and actions should literally and symbolically support the core messages of the brand. A community brand represents the distillation of an information gathering process into a succinct statement with four parts:

Target audience

The target audience refers to the category or type of consumers most drawn to the Teton Valley.

Frame of reference

Frame of references is about placing the community into a geographical context that has meaning for the brand.

Point of difference

Point of difference refers to a unique, distinctive feature or quality of the community. It might be as big as a river, as small as a flower, as intangible as an attitude or as solid as a skyscraper. It might be a passion or a process, an idea or an inspiration. It might be the cumulative meaning of a number of assets or something singular that stands out.

Benefit

Benefit is the way in which the community's point of difference positively impacts consumers.

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

The brand is not necessarily about connecting with people emotionally. It is more a factual statement of what makes the Driggs community and Teton Valley special, why it matters, and to whom. Emotional connections are made later through the creative use of graphic design, media, etc.

Appendix H What is a Community Encyclopedia?

The following is excerpted from: *Writing About Home*, by Jim Heynen, Northwest Writing Institute of Lewis & Clark College, 1991. This booklet can be obtained by contacting The Northwest Writing Institute, Campus Box 100, Lewis and Clark College, Portland, OR 97219, 503-768-6040, cce@lclark.edu. Additional information is available from Jon Barrett, Clearstory Studios, Boise, ID, 208-383-9687, clearstory@cableone.net.

What is a community encyclopedia?

A community encyclopedia is cooperative project involving researching, writing, compiling, illustrating, editing, and publishing an A through Z community book, with many entries together giving a flavorful representation of a unique geographic and cultural area. A community process results in a community book.

Think of this book as a compendium, a companion, or a guide, with articles on an array of topics to pique the interest of the general reader. The encyclopedic format allows everything from tidbits to serious essays. Some entries can be short, others an in-depth look at a major feature of the community. Topics can include everything from politics, to buildings, events, flora and fauna, geology, economics, and the like; but a good community encyclopedia will have many unexpected entries – ones that could only appear in this particular book. This book will teach and delight, inviting visitors and curious newcomers to understand and enjoy the richness of the place, deepening the appreciation of the community's young people for where they are now, and generally making all residents proud to live there.

Is it a tourist guide?

This book is not a promotional package. It avoids being dated to the extent such promotional packages are dated. For example, it is not an advertising guide to local eateries and motels, though it might have an entry called RESTAURANTS that offers a history of restaurants in the town and gives the reader some notion of the types of cuisines the town has become noted for. Nor is it a People magazine presentation of notable personalities of today. Entries on living people will be rare. For an example, an article on the current mayor or school superintendent might be inappropriate, but an entry called MAYORS might show how the changes in the community have been reflected in the election of mayors. In other words, a community encyclopedia should not be so time-bound that next year half the entries will be inaccurate. It is a timeless portrait.

Who writes the community encyclopedia?

Different communities may determine who will do the writing in different ways. The project may begin with a group of committed, experienced writers who appoint themselves to most or all of the writing – or it may begin more democratically.

Perhaps the community has some long-time residents who are already the proverbial walking encyclopedias of knowledge, but who have not done much writing. Maybe this is their time. Invite them in. Encourage them to write.

Maybe there are people in the community who have expertise in geology, forestry, farming, business, medicine, or other specialized fields, but who are reluctant to call themselves writers. Encourage them to join and contribute. A supportive audience can do wonders for reluctant writers, and everyone benefits from and respects an expert in any field who is willing to share knowledge.

Appendix I

Percent for Public Art Programs in Idaho: Background Information

Idaho cities that have established a Percent for Public Art program include the following:

Boise - 208-433-5670; www.cityofboise.org

Coeur d'Alene 208-769-2231; www.cdaid.org

Hailey – 208-788-4221 x 26, tracy.anderson@haileycityhall.org; www.haileycityhall.org/ArtsCommission/index.asp

Ketchum - Jen Smith; Jsmith@ketchumidaho.org

Moscow Arts Commission - 208-883-7036; www.moscow-arts.org

Rexburg -208-359-3020

Twin Falls – 208-734-2787; www.magicvalleyartscouncil.org

The City of Boise's Percent for Public Art program was first established in 2001. Here is the program's statement of purpose (Boise City Code, Title 1, Chapter 25):

1-25-01 Statement of Purpose: “Percent for Public Art” Program:

In order to beautify public areas, enhance the quality of life for Boise citizens, attract tourism, promote City services and the purposes of participating departments through the use of public art, provide a mechanism to meaningfully involve citizens in the design of their environment, educate the public about city departments and public art, and encourage businesses to located within the city, thus expanding Boise’s economic base, it is the policy of the City of Boise to dedicate one percent (1%) of the total cost of all eligible capital improvement projects to fund art in public places in the City. Associated project management, maintenance, and education costs will be funded through the regular City budget process, not to exceed four tenths of a percent (.4%) of the total cost of all eligible capital improvement costs.

This enabling legislation defines “eligible capital improvement projects” to include all city projects or portions of projects, including construction, renovation, or remodeling expenses that are not specifically excluded.

Appendix J

A Community Center How-to Guide, by Tony Tenne, Community Development Specialist for the Idaho Department of Commerce, October 2010

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 Praire 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 K

University of Idaho Extension's Community Coaching for Grassroots Action program brochure



Partners
The University of Idaho Extension Community Development Team, with faculty located in all corners of the state, focuses on leadership, business and economic development, and community design. Co-chairs are Heather Statler, <http://uidxextension.idaho.edu>, and Katie Tift, <http://uidxextension.idaho.edu>. For more information about Extension programs in Community and Economic Development: <http://uidxextension.idaho.edu>.

The Idaho Rural Partnership - 180+ years diverse public and private resources in innovative collaboration to strengthen communities and improve life in rural Idaho. Big Idaho Community Mentors 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://uidx.idaho.gov>.

The Center for Community Building to End Poverty, a collaborative partnership between University of Idaho Extension, Community Action Partnership and the Spirit Center at the Ministry of St. Gertrude, serve as a source of data and best practices regarding the impact of poverty and models for addressing it, regionally. For more information: <http://uidxidaho.edu>.

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. 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.

Contact and Information
<http://uidxextension.idaho.edu> | <http://ccga.uidx.org> | <http://lmdi.uidx.org>

Community Coaching for Grassroots Action

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

CCOA has been effectively implemented in conjunction with the Idaho Community Review process. In summer 2010, Idaho Gov. Butch Otter signed a comprehensive inventory of community assets, focus areas for action and areas of strategy and resources to enhance the community's social and economic well-being. The review (*Review*) change and engagam a broad spectrum of the community in its processes. CCOA captures that energy and builds on its momentum through a community coaching process.

UI Extension faculty members coach community leaders and action committees as they execute plans in the months following the Review. Extension personnel introduce leadership training mid-stream in the process as needed, in a "just-in-time" training model.



1. *Improving leadership at every level involves working along with people.*

University of Idaho Extension: Partnering to Ignite, Coach and Sustain positive change in Idaho's rural communities

Leadership Training Your Why: CCGA and the Leadership to Make a Difference Institute

Leadership to Make a Difference

Coaching Impactful Meetings

UI Extension has partnered with the Center for Community Building to facilitate monthly two- to three-day, intensive leadership training programs to engage individuals in planning, leading, and inspiring intentional positive change related for all members of a community to them. The program is designed to assist people in developing confidence in their own leadership abilities and the courage to take action addressing community issues through regular facilitated meetings for no more than four hours. When the community is ready to dig in their ovens, Extension will become an additional resource. Thirty minutes to an hour of each regular meeting will be devoted to skill development. Possible topics for mini-workshops may include (but are not limited to):

- Creating S.M.A.R.T Goals
- Facilitation Skills for Effective Meetings
- Economic Development: Understanding drivers for the local economy
- Healthy Main Streets: working towards a vibrant downtown business district.
- Working Press Releases / Media
- Using Social Media to Support Community Activities

From this point, teams will be meeting on their own but will come together regularly for a period of time in order to facilitate communication, enhance individual and team goals and move to positive change.

Motivation

